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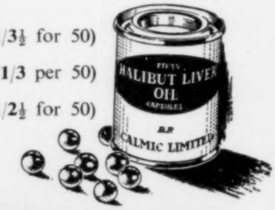

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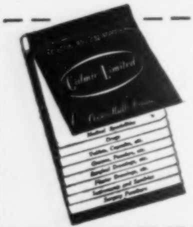

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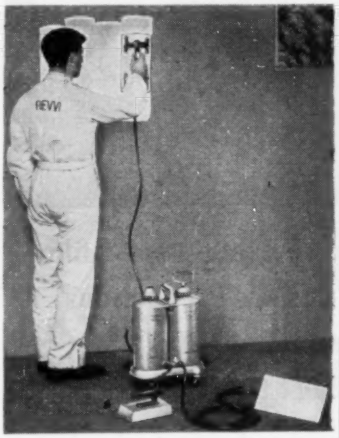

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Personnel Management Welfare and Industrial Equipment

MANAGEMENT OF PERSONNEL

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This journal takes part in a "brains trust" discussion on one of the most important facets of industrial relations

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A personnel manager describes how his department managed to solve a by no means uncommon shop floor problem

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HANDLING ★ COMMUNICATION ★ LIGHTING EFFICIENCY AIDS ★ SAFETY ★ WELFARE

WELFARE, TRAINING AND HEALTH

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A safety and personnel officer describes the simple but vital precautions which reduce hazards of construction work

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Kitchen Needs For 500 Main Meals *L. Banham* 359
The third and final article of a series on "Equipping The Canteen"; a basic guide to plant behind the scenes

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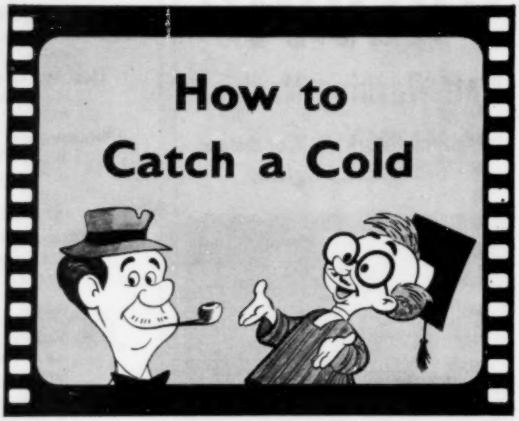

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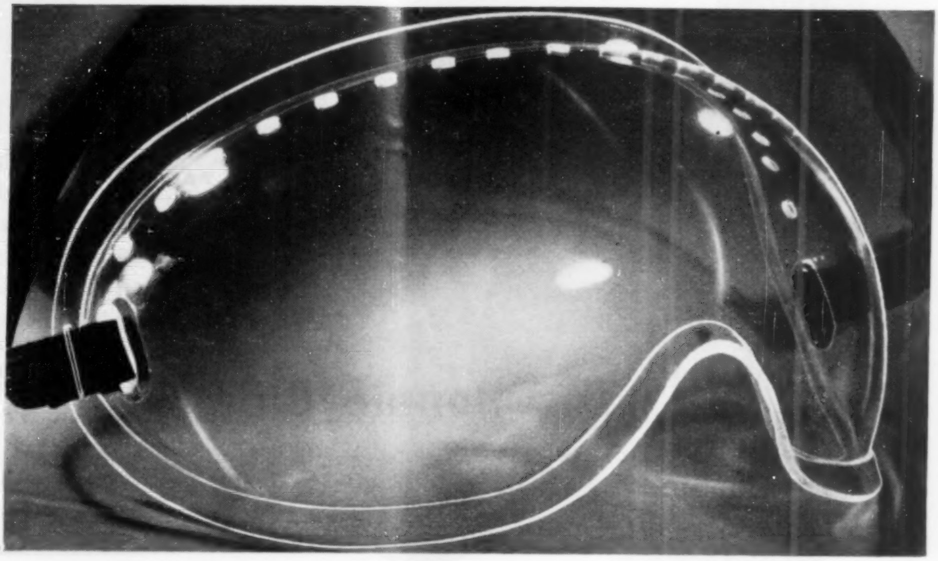

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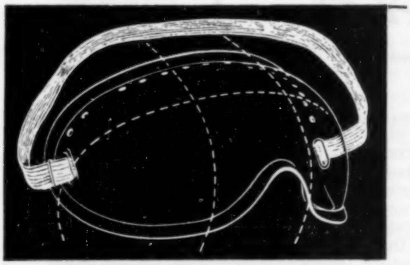

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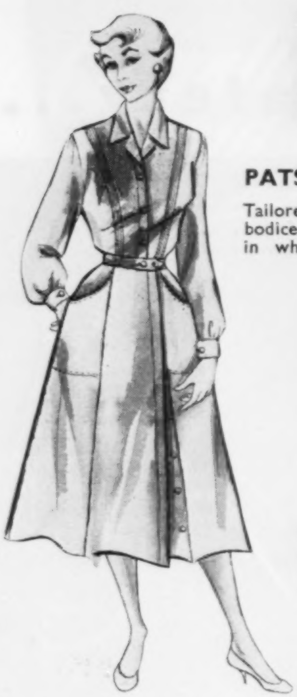

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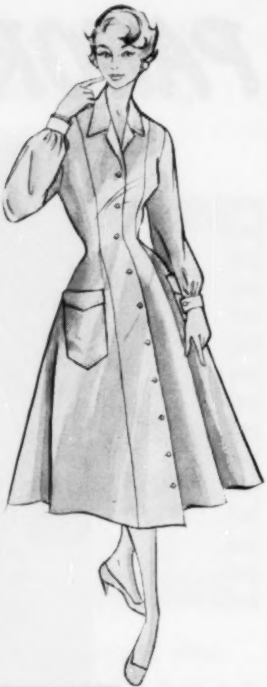

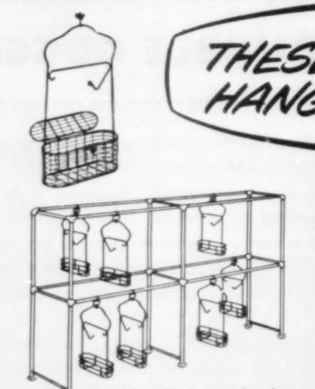

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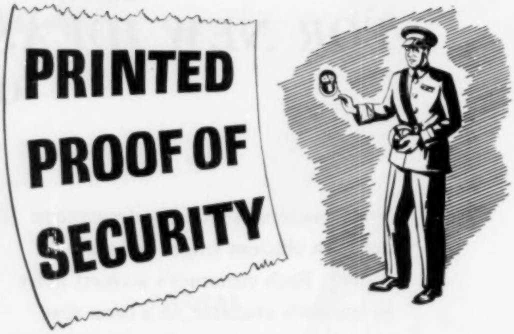

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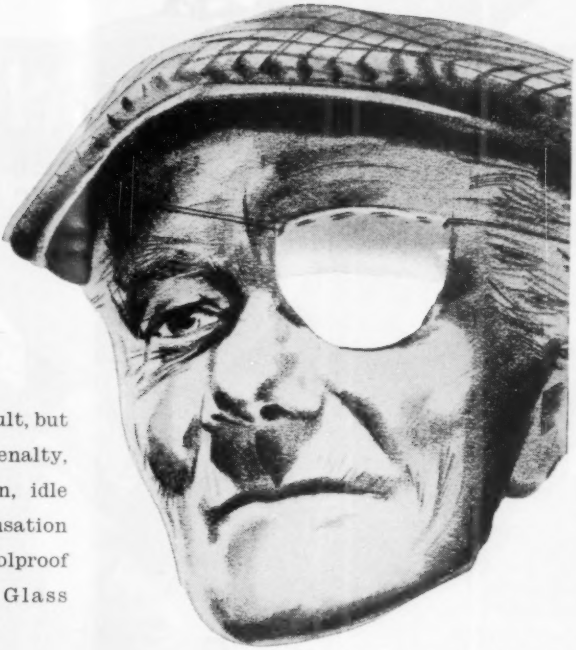

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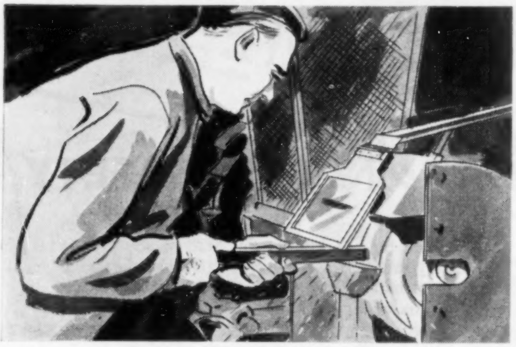

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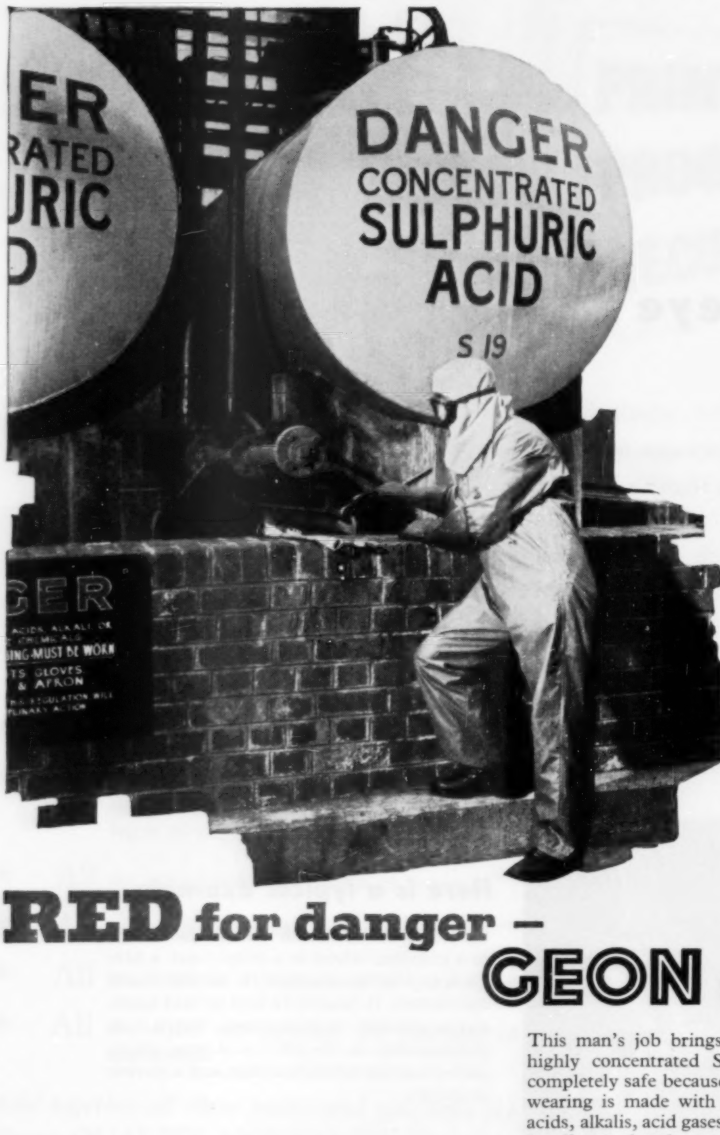

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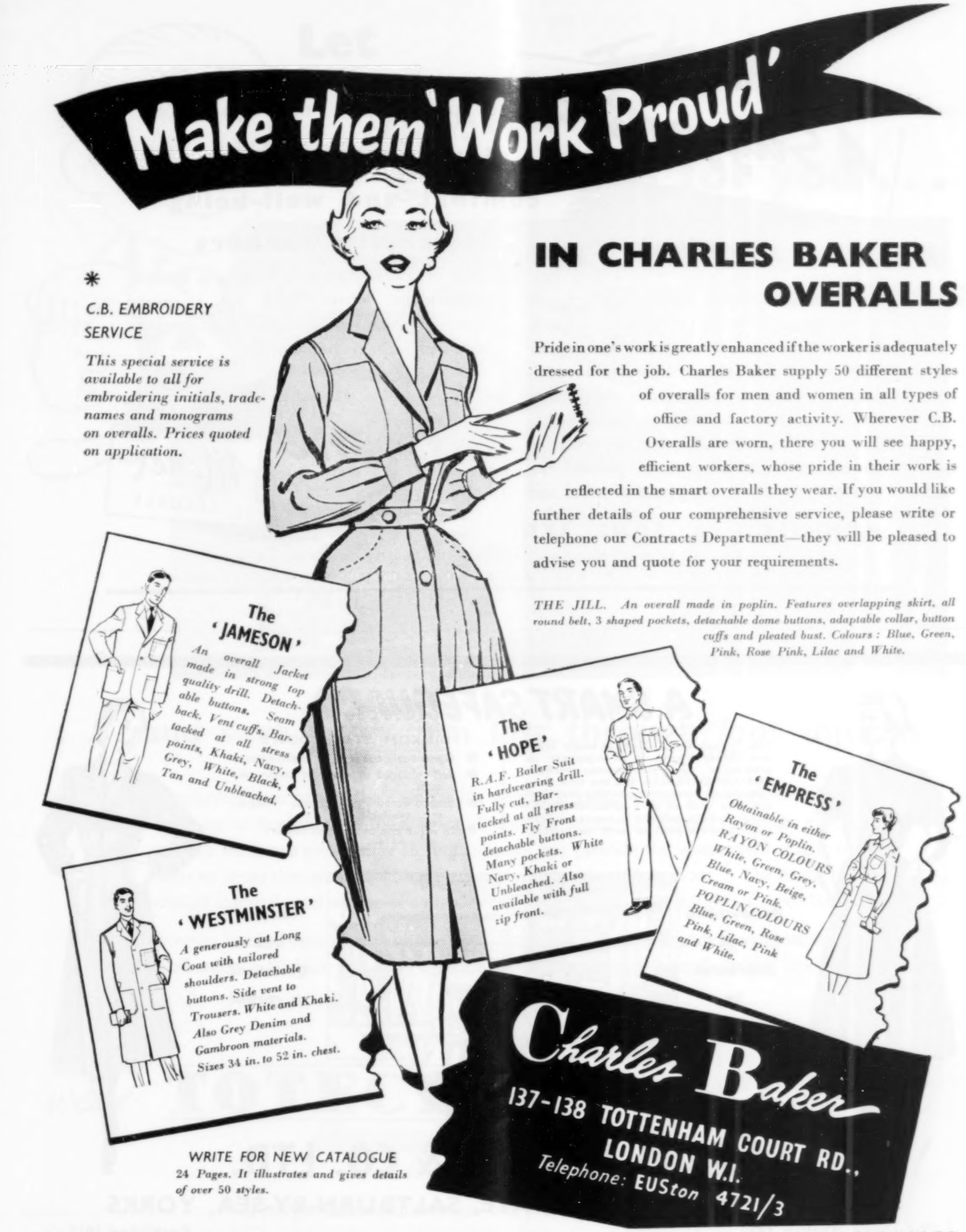

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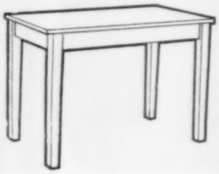

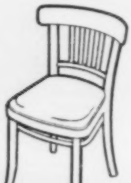

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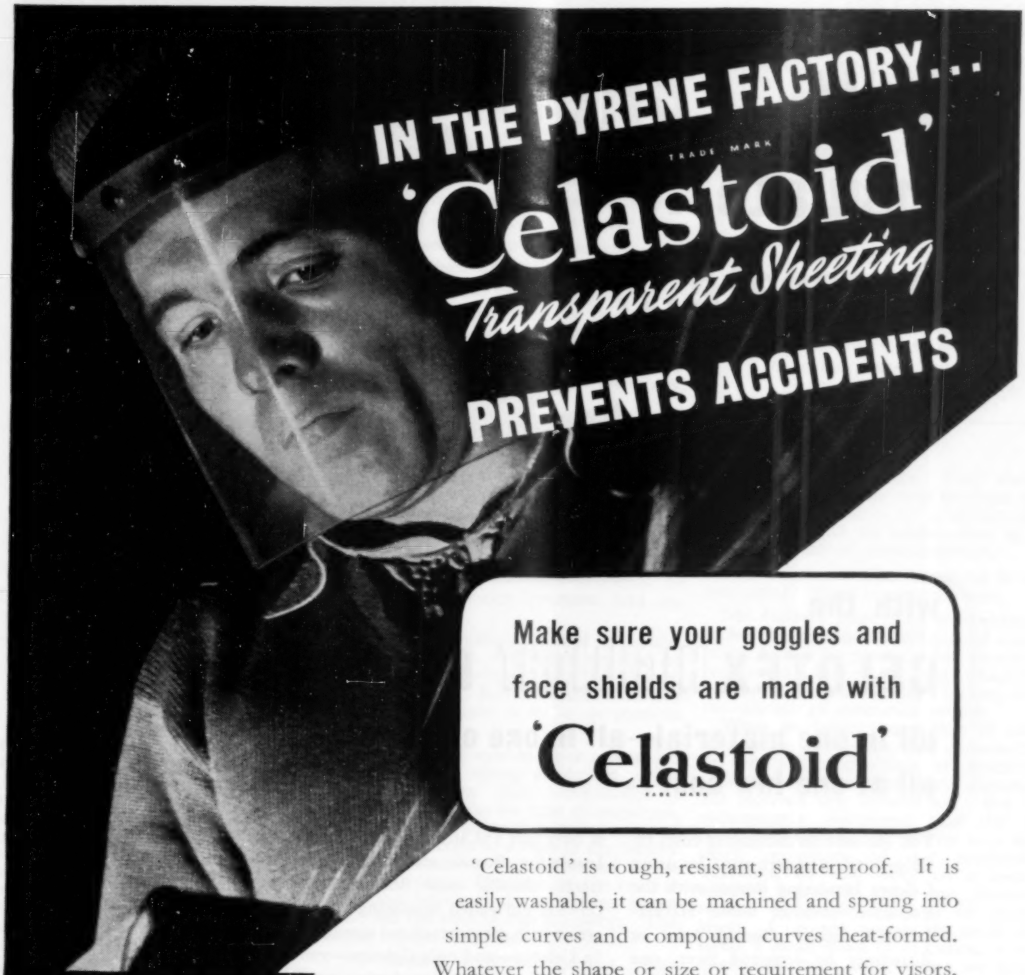

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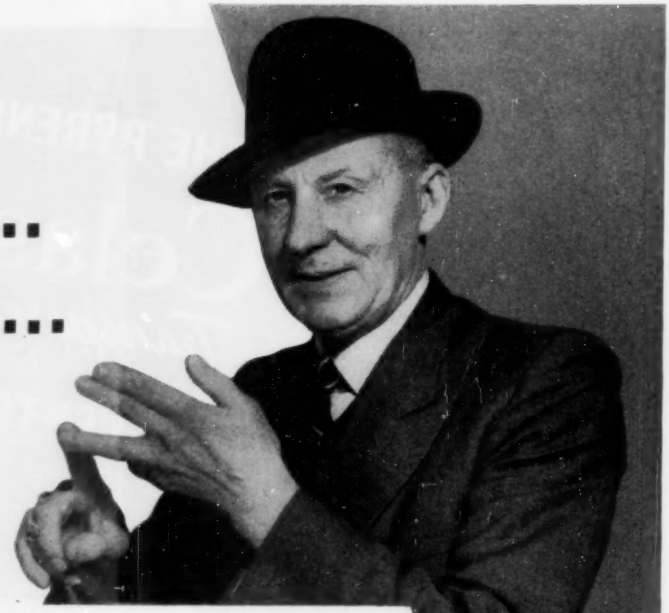

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An Industrial 'Brains Trust' Discusses

COMMUNICATIONS

Why . . .

What . . .

How . . .

This journal recently took part in a "Brains Trust" on "Communications in Industry" which was chaired by the editor of our associate journal, *Business*. Both top management and the trade unions were represented on the panel, as well as experts with a professional interest in the subject. Opinions often differed, but all were agreed on the very real need to get information across accurately and effectively.

THE PANEL

Chairman: G. H. COPEMAN, Ph.D.
Editor, "Business."

N. I. BOND-WILLIAMS, B.Sc., A.I.M., A.M.I.I.A.
Managing Director, Aston Chain & Hook Co.

E. E. FIDLER,
Communications Consultant, Shell-Mex & B.P. Ltd.

D. BASNETT,
Education Officer, National Union of General and Municipal Workers.

J. W. WHITFIELD, M.A.,
Reader in Industrial Psychology, University College, London.

W. D. GARNER,
Public Relations Officer, Monsanto Chemicals Ltd.

R. M. McKINNON, M.A.,
Editor, "Personnel Management, Welfare & Industrial Equipment."

THE DISCUSSION WAS BEGUN BY—

Mr. Bond-Williams: To maintain interest is the important thing. Ultimately that interest is going to be an important incentive towards effort.

Interest varies in proportion to the amount of information which people are given in which to be interested. To that extent employees should be given all the information for which they ask, and in which they show any interest. They should not be deliberately kept out of anything. That does not mean that I would publish a thing like the Encyclopaedia Britannica telling them every conceivable detail about the concern; that would be a waste of time. My experience is that employees do not want a great deal of the information which some experts think they really do want.

Mr. Copeman: A study of two big American firms made by Princeton University in 1949 showed that employees could put to best use these three types of information:

(*i*) *Anything which gave them a better insight into their work, and its relation to the work of others in the firm;*
(*ii*) *Anything which gave them a sense of belonging to the firm; and*
(*iii*) *Information which improved their sense of status and importance as individuals in the firm.*

Mr. Basnett: The extent to which information is passed on must, to a very large degree, be based on the needs of the plant itself—that is, the needs of a particular factory. While we are dealing with communications we are also dealing with the wider field of industrial relations; we have to look at those problems or those factors which promote bad relationships.

There is no general answer as to the extent to which employees should, or should not, be brought into the picture. I agree with Mr. Bond-Williams that they should be brought in as far as possible in everything.

Mr. Fidler: I want to make a point on the subject of telling employees about orders won or lost. Admittedly it depends largely on the type of employee, but I cannot imagine it is going to be of any great interest to a man in the factory to know what was lost or gained in the way of orders. The man on the road is the man who can do something about this, not the man in the workshop. The latter couldn't care less.

Mr. Basnett: I take issue on that. I do not agree with it. The man in the workshop *is* interested in what orders are lost or gained. There is nothing worse for a man's sense of security in industry than to get a rumour through the grapevine, "We've lost such and such an order," and to presume redundancy. A prime charge on industry is to give a man a sense of security, and to give him some idea that the industry is working in certain directions for his benefit.

Mr. McKinnon: Shouldn't the question of security be divorced from that of what orders are gained or lost? If you have a good, simple and effective means of giving your balance sheet, at six monthly or yearly intervals, to the workers they will be able to tell for themselves whether or not their jobs are secure. On the question of a particular order or so, they should be told merely to give them a sense of personal importance. They should also be told why they must produce, say, half a million valves by a certain date in order to fill an order—that is an important facet of communication.

Mr. Copeman: That brings us to our next point: How to communicate.

Mr. Garner: Here is a specific example of how we communicate financial results in our firm. We produce both an annual report and a half-yearly report which is a good deal more elaborate, I believe, than the majority of companies publish.

When we began this system of communicating our results, and commenting on them at the same time, we posted the report to the home of every employee. All received this information. But we subsequently discovered that the information was only of interest to a very small percentage of our employees. Therefore we now work on a system whereby we only issue our financial reports within the company on certain levels. I do not necessarily mean top levels, I mean levels of execution, if one might call them such, where we know that they are of interest. But at the same time we have a standing offer which is very widely publicised within our company, that any member of our organisation can have a copy of the report on request.

Mr. McKinnon: The University of

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Minnesota recently investigated communications procedure. One of its definite conclusions was that the use of a personal mailing system to employees at their home addresses was much better than actually putting the information on a notice board.

Mr. Fidler: It is more intimate.

Mr. McKinnon: More intimate, and it gave them a sense of importance, which is significant in view of the fact that industrial management today is trying to find some way of developing this in its workers. Now may I ask Mr. Garner: How simply is your company's financial position set out ?

Mr. Garner: Well, balance sheets are required by law to be set in a certain form. But we go to elaborate lengths to put the explanatory information in as simple terms as possible.

Mr. Copeman: Do you have graphs ?

Mr. Garner: Yes, we make great use of illustrations and graphs and we try to make them as simple as possible. We draw no distinction between stockholder and employee ; if one can understand, then so can the other.

Mr. Bond-Williams: Our work people run the canteen. We deliberately prepare the canteen accounts in the same form as our monthly budget statement. So that our company's monthly comparison of performance against budget is in the same terms. Our people understand the canteen accounts. It follows that they should be able to understand the company's accounts.

Mr. Copeman: Let us now turn to another "how-to" aspect of communications. The new employee. How can he, or she, be told about the job and the firm ?

Mr. McKinnon: *H. T. H. Peck*, the Leicester hosiery manufacturers, take each girl, as she comes in, round the factory and explain the various processes as simply as possible. They also give her an introductory booklet. They explain how her pay is worked out, how much she should expect after income tax has been deducted, and what the various amenities are.

Guinness begin even earlier. With some of their boy applicants they ask the parents along to the interview—not only in order that the boy shall be reassured by his mother to join, but also that the mother herself will be reassured by the personnel manager that her boy is going into something which is worth while.

Mr. Copeman: *The Imperial Smelting Corporation* at Avonmouth have an initial training course for all employees. This lasts two days. While it concentrates on safety training—as they are dealing with smelting furnaces—the course also includes guidance on such matters as "Where is the Canteen ?" and "What sporting facilities are available ?" as well as information about the company's history and products. The company feel it worth while to pay a man for attending this course, even though they do not know how long he will work for them. They consider he is more likely to stay if they give him a good introduction.

D. BASNETT

Only by personal contact can you create the right atmosphere.

Mr. Bond-Williams: We do it with classes, particularly with young apprentices and the people we believe to be taking up permanent employment with us. In our circumstances, in the Birmingham area, we are using largely semi-skilled labour and the cost of long introductory courses would be prohibitive. We get over it by spending about half a day with new starters, and by being rather particular about our employment handbook, which explains our policy, the rules of the place, and so on. Very soon, with the other arrangements that I propose to describe later on, they get into the swing.

Mr. Basnett: There are three main requirements in this regard. First, the employee wants to know his conditions of work. Secondly, his wages. Thirdly, who is his boss. It is essential he should know these from his first introduction. Beyond that, one wishes to develop an interest in the company itself. The handbook is one method of helping that.

Another is for managers to hold meetings with employees, and describe their particular function in the industry so that employees get a very clear picture of it. Attendance can be voluntary.

Mr. Fidler: Induction courses can be very, very costly. No useful purpose can be served, surely, immediately a man enters a business, in starting to train him in the manner we are discussing. I think you can wait until he makes the grade—say three or four months. It is better to do it when you know the man is going to make the grade. Later on, in our company, he goes through an intensive course of training.

Mr. Whitfield: One important point is whether you can get over a verbal description until employees have got some sort of feeling about the organisation. Here is an odd thing. Recently we went to two or three firms and interviewed employees to find out how much they understood about how their bonus payment was calculated. We asked them to work out what their bonus would be for each day and each week and each period. We found there was no relation between the accuracy of their estimates and the actual sum. This shows how little they understood the verbal explanation. That is one of the problems we are really up against.

Mr. Basnett: That is also my experience.

Mr. Whitfield: It is similar to the skill of the very good garage mechanic who knows what is wrong with your car, but cannot tell you. The same non-verbal appreciation of the situation really does come into the picture in a very big way.

Mr. Garner: We begin our indoctrination before people even consider becoming our employees, by holding open days to which our employees can invite their families and friends to come and spend an afternoon at our factories, and see for themselves the conditions of employment, the nature, and importance of the work. Little displays show where the products go. We like to think that some of the young visitors are sufficiently impressed, that in due course they will come and work for *Monsanto*.

Mr. Bond-Williams: We have a very definite, positive policy of interesting the local community through the services of the local Press. We invite the Press to see over the works, and do in fact get quite a good amount of editorial space. The intention of that is not to advertise our products, but the very point that has just been made by Mr. Garner: and it seems to be welcomed both by the publishers of the papers, who regard it as interesting news, and by the people in the district.

N. I. BOND-WILLIAMS

We must go further than joint consultation.

Mr. McKinnon: *Accles and Pollock* actually buy weekly space in the newspapers to achieve the same end.

Mr. Copeman: And so do *Lyle and Scott* of Hawick, Scotland. They abandoned their former house magazine and instead arranged for space in the local paper to talk about themselves and thus weld the firm and the community together.

But we must move on. What about

W. D. GARNER

A "pep talk" suggests something is lacking.

the equipment available for promoting communications ?

Mr. Basnett: The correct use of the equipment available to a large extent depends on what is to be communicated. **But only by personal contact can you create the right atmosphere for using modern communications equipment to its best advantage.**

Mr. Fidler: There is no doubt about that.

Mr. Bond-Williams: Granted there has been a tremendous advance in all the equipment that can be used for communicating, but you never get anything into anybody unless either his eyes are open or his ears are open. There is a long-standing fallacy that you can pour ideas into people like you pour water into a bottle. You cannot get the water into the bottle if either the neck is too small or if there is a cork in the bottle. The real problem is getting the cork out and making the bottle bigger.

Mr. Copeman: What, for example, is the value of "pep" talks and house magazines for this purpose ?

Mr. Garner: I do not agree with the use of the phrase "pep" talk. It suggests that something is lacking. That may sometimes be true, but not in most cases. In our company we place a good deal of value on the use of talks to our employees, at every level. We hold staff meetings on any subject which occurs to us might be of interest to our employees.

Mr. Copeman: In the company's time ?

Mr. Garner: Certainly, and at every level. We also place a tremendous amount of value on our house magazine. It is a method of communication within the company. But I must stress that we do not use our house magazine for propaganda either on behalf of the employees or on behalf of the management. **It is an instrument for exchange of information between all sections of the company.**

Mr. Bond-Williams: I would like to know whether by propaganda Mr. Garner means his understanding of "pep" talks. It is sometimes difficult to differentiate between propaganda and information.

Mr. Garner: Mr. Bond-Williams and I need not disagree for a moment. I consider a house magazine should be used exactly as he says. To explain why a certain committee has been formed ; why a certain kind of action has been taken ; how a particular product is used ; what is the importance of new plant which is being built, etc. All those things are the essence of what should go into a house magazine. But it should not be used by management as an instrument for putting employees into a situation which is either disadvantageous, or which they have not had a proper opportunity of considering ; or for employees or unions to exercise pressure on management. That is what I mean by propaganda.

Mr. Bond-Williams: We have a use for our house magazine connected with the particular method by which we permit all our people to meet and discuss. The system we use is to encourage, in fact to pay our people to meet in the company's time—without management representatives—in order to talk ; and we believe by making these arrangements people will talk more freely than under any other circumstances.

E. E. FIDLER

Delay the induction course some three or four months.

Mr. Copeman: How many are there in a group ?

Mr. Bond-Williams: About a dozen. The groups are designed not to be so large that people feel unable to take part in a discussion ; and at the same time not so small that any individual is able to bias them one way or another. Our feeling is that with this arrangement people will express themselves more freely than under any other arrangement. I am not criticising joint consultation, because joint consultation is better than no consultation, but our view is that we must go further than that and make it as easy as possible for people to take part in these discussions.

Mr. Copeman: How does the material get *up* the line ?

Mr. Bond-Williams: We arrange for this in two ways:

1—Direct verbal, oral contact from group to group leaders ; and

2—A co-ordinating committee at which each group is represented by the group leader.

On the co-ordinating committee the group leaders are in proportion to the various levels in the organisation. There are 12 groups for the workpeople, only three groups for various levels of management. Therefore on the co-ordinating committee the balance is probably in favour of the workers' groups and discussion is consequently reasonably free. Any point that those people feel should be transmitted is transmitted to the management executive committee.

Mr. Copeman: Do these transmissions take place on paper or is it an oral report ?

Mr. Bond-Williams: The reports are verbal at each level, and a report is brought to the management executive committee by, in our case, the lady who does our personnel work, and acts as secretary to the group leaders' committee.

We also use our house magazine as a minute book for the minutes of all group meetings. Those groups who wish to publish their minutes are free to do so. They need not publish them if they do not want to ; or they are not obliged to

6 Points of Good Communication

1 *Employees should be kept in the picture as much as possible but often they do not want some of the information which 'experts' think they ought to have.*

2 *Information connected with a worker's sense of security is of primary importance. The panel were agreed that some form of balance sheet should be circulated among employees.*

3 *New employees should be properly introduced to their jobs. They want to know the conditions of work, their exact wages and who is their boss.*

4 *A house magazine should be used as a means of exchanging information —not propaganda—between all levels of the firm.*

5 *Every effort should be made to put over the firm's policy so that it is clearly understood by employees. When policy decisions are to be made, where possible these should be discussed first with responsible workers' representatives.*

6 *Communications* ***up*** *are just as important as* ***down*** *the line ; and personal contact remains the basis of all good systems.*

publish *all* their minutes, they can reserve some.

We find that the house magazine is read by everyone in the place because everyone has made a contribution to it, and everyone's name is in it.

Mr. Copeman: But supposing an employee has a criticism of the managing director. He might not like his name to go on that minute in the house magazine, therefore he might not bring up the criticism in the first place.

Mr. Bond-Williams: Well, they are not obliged to publish that minute. We have two groups who never publish their minutes.

Mr. Copeman: Can they publish a minute without the name of the individual ?

Mr. Bond-Williams: Yes. They can say "The group decided that . . ." People in the factory have told me that with the group system they can say what they think without fear of victimization.

Mr. Copeman: But does not the withholding of names lead to irresponsible criticism ?

Mr. Bond-Williams: Our experience is that the group is responsible. We find that people generally take a responsible point of view rather than an irresponsible.

Mr. Basnett: That's a very important point. You don't create a democracy by formulating constitutions or by setting up joint consultation—but by encouraging an attitude of mind. It is the creation of that attitude of mind which is very important. In joint consultation we go back to first things, that is getting over first of all the policy of the company and making sure it is firmly understood.

There is something to be said for consultation at the highest level. The majority of the larger industries at least do attempt to make sure that all policy decisions are discussed with the trade unions first of all. And, most important, the discussion takes place prior to a decision being made. This is as important at the lower levels as it is at the higher levels. As a trade union official, there is nothing more galling than to have your members upset by a policy decision which may be based on sound reasoning but of which you have no knowledge, and of which your members have no knowledge.

Mr. Copeman: Yes, but what about the other problem ? There is nothing more galling than for the foreman to be left out of the picture. How do you deal with this in your scheme, Mr. Bond-Williams ?

Mr. Bond-Williams: In our case, after our junior board has met—that is, the management executive committee—we call it our junior board as there are fewer letters in it—we meet the foremen and discuss any points that have been transmitted to the junior board. What is more, we do this *before* the publication of our house magazine and before advising anybody else of any decisions that have been reached. The foremen, though at first a little sensitive about this arrangement, have now decided that they like it very much.

R. M. McKINNON

Personal contact breeds a sense of worth and importance.

The extent to which there is any bypassing, which is small, is helpful to the foremen rather than a hindrance, because there are certain cases where a foreman welcomes that a scrap of information should travel up by some different channel.

With our scheme we have found that people are generally, in fact always, very kind in their criticisms. They will fall over backwards to avoid hurting anybody, even if theoretically they should dislike them quite considerably.

Mr. Basnett: Here is an example of joint consultation. A company I know were thinking of following a certain policy. They called in the trade union official and asked for his views and whether he could agree—in principle—to the proposed policy. When he had agreed the policy was put first to the foremen and then to the shop stewards. In both cases it was put to them in principle. Then a series of meetings were called to thrash the plan out in detail at the level of the works floor.

I think that is very important ; the question of policy in the first instance and detail in the second instance. The attitude of co-determination is important, actively *bringing in* the workers at all levels. That in itself will provoke a real interest in joint consultation. Merely *telling* the workers what is going to happen may be useful, but it is not evoking the correct spirit in industry.

May I make one further point. There is nothing worse than the managing director who says "My door is always open"—which really means it is firmly closed and it is hard luck on the employee who walks in. It is not a question of approachability. Representatives have got to go down—not in any sense lower down the scale—but they have got to go to the workers and tell them themselves. They should *make themselves available*, not say "we are available." It has got to be done actively.

Mr. Fidler: We have a public address system. By this our managing director speaks to the canteen, the reading rooms, the writing rooms, the billiard room—all over the firm.

Mr. Basnett: That is far better than putting notices on a board, but it is a bit reminiscent of the "big brother" attitude. I think the managing director's speech should be delivered personally, not on a public address system.

Mr. Fidler: Certainly. And it is easy to be personal where you have a limited number of employees. But where you are dealing with several thousands of employees, the public address system is the only way to get it over.

Mr. Bond-Williams: We should be talking about talking *to* people. We are almost talking about talking *at* people. Jean-Paul Sartre in one of his plays makes the point that "'hell' is being with people who take no notice of you." Is not our problem this—that in order to communicate, the person who makes the approach must be prepared to listen; it is no good meeting anybody, no good attempting to meet anybody, if you are not prepared to listen, as listening is a prerequisite of talking.

Mr. Garner: Where the problem of communication is one of distance between the top and the bottom level, the public address system widens rather than lessens the gap. It introduces a mechanical element of impersonality. If an organisation is so large that the man at the top cannot meet the whole of his employees, then he must arrange that his responsibilities in the matter are delegated progressively down the scale so that the man on each level is meeting somebody reasonably senior to himself—knowing that he is getting something straight from the top.

J. W. WHITFIELD

Many workers do not grasp the verba explanation.

Mr. Fidler: Tell me this. Could a worker not express himself far better on paper than he could if he came face to face with an executive?

Mr. Basnett: Seldom. That is the value of the representative system. It may be that he cannot express himself either by speech or by writing—not because of incapability but because he is over-awed by the circumstances. It is important that the representative system should be maintained.

How to Cut Down Building Accidents

By **HENRY ALLEN**

Personnel Manager, British Division, ***Yale & Towne Manufacturing Co., Ltd.***

More accidents occur during constructional work than in most walks of industry. Many result from lack of proper care or using the wrong or faulty equipment. This article describes the simple measures that can reduce such accidents to a minimum.

IN constructional work, almost more than in any other, operatives will take risks that are often terrifying. The experienced, skilled men especially will dispense with safety devices in a manner that is at once a tribute to their courage and a condemnation of their foolhardiness. Thus the safety officer has to be extra vigilant and, since the factory manager carries some responsibility for employees not directly his own, who are working on his premises on constructional work, it is obvious that a managerial policy has to cover such employees as well as those on the firm's payroll.

Accidents in connection with building operations show an extraordinary variety. Among the most tragic are those of partial or complete collapse. Investigation after such accidents as often as not reveals a breach of a technique or precaution that ought to have been observed as an elementary principle. It is, for instance, a commonplace of building knowledge that walls built below ground level should always be designed to resist earth or water pressure likely to develop after construction is completed. Yet an accident recently reported in which an operator was killed, concerned an incident of the kind that is occurring every day. The walls of a pipe duct had been correctly built, but adjustments demanded partial demolition of one side of the duct. During the demolition a 40 ft. section of the wall collapsed. The alterations were in course of being carried out without regard to the earth pressure which the wall was unable to resist. What should have been done, of course, was either to support the wall until alterations were completed or to relieve it of the earth pressure.

Regulation 79 (7) of the Building (Safety, Health and Welfare) Regulations covers this matter of demolition. It is emphasised that all demolition work should be adequately supervised; to leave such work to inexperienced operatives is to ask for trouble. Where explosives are used in the demolition, it is even more imperative to have highly experienced personnel in charge, a point which is stressed in Regulation 88.

Collapses occur not only with demolition but with the erection of new buildings. The causes are many. Sometimes the framework is not strong enough to support itself until completed; sometimes there may be excessive loading. It is essential that braces, supports or struts should be provided to avoid over-stressing.

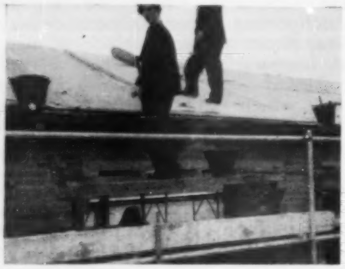
Overloading can arise from many reasons. Many factories have very old structures which are rapidly deteriorating. Poor maintenance may have meant an accumulation of load, as happened recently when a roof collapsed *under an excessive load of dust* which had arisen from the factory's processes. Wet weather had greatly aided to the weight of the dust, making it over 100 lbs. per cubic foot, and with a depth of six inches, so that it imposed a load of about 50 lbs. a square foot. Such an eventuality is likely in any highly industrialised area where factory roofs acquire a deposit not only from the works themselves but from neighbouring activities. Frequent, regular and complete removal of the deposit in a standardised maintenance routine is one safe means of dealing with this particular menace.

Statutory rules cover fully the guarding of working platforms from which it might be possible for an operator to fall. One provision is the requirement that all working platforms which are more than 6 ft. 6 in. high must be fitted with guard rails at least 3 ft. high and toe boards not less than 8 in. deep. A permitted relaxation of this provision is in connection with working platforms which are supported on ladders, provided that such a platform is used only for light work, and that there is a secure handhold running the full length of the platform. Such ladder scaffolds can be risky things and, whenever and wherever possible, it should be a golden rule to provide guard rails. Even experienced men working at a low height without guard rails and with only handhold can lose balance.

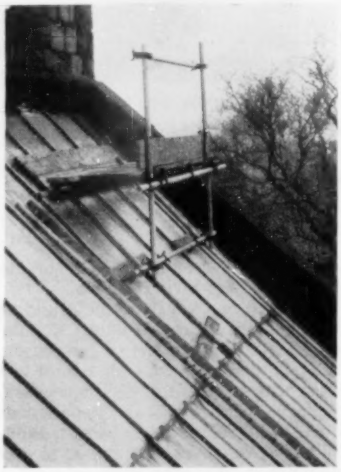
All scaffolding should be meticulously studied. The statutory precautions that must be observed here are detailed in the Building Regula-

8 Safety Points for Management

1. *Put a skilled man in charge of all demolition work.*
2. *Use braces, supports or struts to lessen strain on frameworks.*
3. *Take care with scaffolding.*
4. *Ensure that each cradle outrigger can carry three times the weight of its normal load.*
5. *Where there is a danger of dust, wash down scaffolds once a day.*
6. *Encourage workers to wear safety goggles when dust is prevalent.*
7. *Regularly and thoroughly inspect all gear.*
8. *Keep workers aware of the need for unceasing care.*



A menace not only to himself but to anyone unfortunate enough to be passing below, this man breaks almost every rule in the building safety book. He disdains the safety offered by the foot board and the hand protection rail and works precariously on a form which also supports a bucket of hot pitch.



This is an excellent way to approach a maintenance job on a fragile roof. Note particularly the ladder which is designed to take the workman's weight as he makes his way up from the guttering.

tions; an additional authoritative source which gives useful information is the Ministry of Works Advisory Leaflet No. 36 (obtainable from H.M. Stationery Office for 3d.). It deals with the various types of independent and putlog scaffolds for building and maintenance work up to three storeys in height. **It is emphasised that a mixture of steel and aluminium tubes should not be used in the same scaffold as they bend to different extents under the same load.** On the question of the spacing of standards it is recommended that the total load per span should not exceed 900 lbs. when the standards are 8 ft. apart. If the standards are 6 ft. apart the loads per span may be increased to 1,260 lbs. Other points to note are that all scaffold boards must be properly supported; a firm base is essential; tubes and fittings complying with B.S. 1139 should be used; tying in at frequent intervals is desirable, and there must be avoidance of all overloading.

Cradles with their suspension gear can be perfectly safe in operation if the necessary safe working practice is followed; if not, they can be potentially dangerous mechanisms. It is imperative to ensure that all anchorages are adequate, and that gear, outriggers, etc., are correctly assembled. It is authoritatively recommended that each outrigger should be capable of carrying about three times the weight of the maximum load it may have to support and there must be routine and regular inspection of all joints and couplers.

In an accident recently reported the omission of some small and apparently insignificant tie-bolts caused a fatal injury when a cradle collapsed as a result of a part of the runway breaking off from a supporting bracket. Investigation showed that the tie-bolts had been omitted deliberately because the erection was only going to be in use for a very short time. This case is typical of the habit of taking a chance that is so characteristic of building operators who use short-term structures and equipment and so face hazards that ought never to arise. Men will ignore gutters and ladders, will move about over roofs heedless of protective devices—and then, one day, the fatal slip inevitably occurs. **It should be severely stressed upon all operatives engaged in constructional work that such practices will not be countenanced, and that the habit of attempting to save time and energy by ignoring safety devices is a breach of works rules.**

Look After Ladders

It is equally essential to stress the need for maintenance of all equipment. Ladders, for instance, should be scrupulously examined. An extended ladder can be dangerous unless its two key fittings are in perfect order. These are the locking device and the ropes. Wear and deterioration will make both parts unsafe. The locking device must lock automatically and should not necessarily demand a spring to do so. A definite positive action should be needed to disengage the locking device and if the rope breaks during the closing of the ladder, the device should instantly re-engage. Ropes should always be in first-class condition; a worn rope is an unsafe rope. It is desirable, too, that those maintenance men inspecting the ladders should be specialists in the job. An adequate knowledge of timber is essential to detect potential ladder breakage.

All gear in connection with the lifting gear used in the constructional work should also be examined regularly and thoroughly. A considerable number of accidents in building work are caused by failure to realise the high stresses which are sometimes set up in temporary lashings used to secure gear in position. Plant, too, demands the maintenance without which no tools are safe in use. All machines should be overhauled at stated times, and concrete mixers, hoists, powered barrows, small tracked tractors, and small excavators need almost daily checking and inspection.

There will be many routine tasks apparently unimportant that may well make all the difference between safe and unsafe working. There is, for instance, a marked hazard to the eyes of the building operator from the dust. Protective eye equipment may meet some cases, but it is often difficult to persuade men to wear such kit. On the other hand the hazard that arises from blowing dust may be almost completely controlled by the regular hosing down of scaffold platforms, at least once a day.

Building operations often demand temporary adjustments, but for that very reason safe working practice must be implicitly observed. For the hazards in connection with constructional work stretch to others besides those actually engaged in the work, and this is especially important where such work is going forward on factory premises where there is a considerable mobile personnel. Falling material; debris; floors trimmed and not guarded; removal of such things as stairs without the substitution of a temporary structure, and so on—all such incidents hold hazards to all persons on the premises. For these reasons, too, utmost vigilance about safe working practice must be exercised. The safety policy must therefore be clearly enunciated and everything done to make safe working a matter of habit among the workers concerned.

BOOM FIGURES

STATISTICAL evidence of the existing boom in British industry is offered by the latest figures for the employment situation in Great Britain as at the end of October, 1954. Although unemployment showed an increase of 9,000, rising to 263,000 over the period October 11 to November 15, it was equal to only 1.2 per cent of the estimated total working population as compared with 1.5 per cent during November, 1953. Furthermore, whilst during the 12 weeks ending October 20, Employment Exchanges filled 773,000 vacancies, there remained no fewer than 340,000 notified vacancies still to be filled. The number of persons in civil employment rose in October by nearly 20,000 to 22,632,000.

* * *

THE index number of industrial production (1948=100) was estimated provisionally at 130 for September, 1954, compared with 125 for the same month in 1953. That for October, 1954, was expected to be 134-135 as against 131 in October, 1953. The September, 1954, figure for manufacturing industries at 135 was 7 points above that for September, 1953.

Duke's Conference

THE DUKE OF EDINBURGH will preside over the conference to be called *The Human Problems of Industrial Communities within the Commonwealth and Empire* which begins at Oxford on July 9, 1955.

The conference will bring together some 280 men and women between the broad age limits of 25-45, about 190 from overseas and the remainder from the United Kingdom. The delegates, who will be drawn from the managerial, technical and operative sections of industry, will spend their first three days at Oxford in plenary meetings and study groups, as a preparation to study tours of industrial centres which will occupy the next nine days. Afterwards discussions will be resumed at Oxford for the next six days.

THE 100,000,000th PLUG

The president of **General Motors Corporation,** Mr. Harlow H. Curtice, receiving the 100,000,000th spark plug produced by the **AC-Delco** Division at Dunstable.

Death Of Dunlop Training Chief

MR. C. D. ("JIMMY") LAW, *Dunlop's* chief staff training and appointments officer, died suddenly a few weeks ago at the age of 55. A Birmingham man, Mr. Law went to King Edward School and took his B.Sc. at London. He joined *Dunlop* 35 years ago, and after serving as senior assistant in the research laboratory at Fort Dunlop was appointed assistant to the technical director there in 1930. Two years later he took charge of the product performance division and in 1943 became chief staff training officer.

News In Brief

FOLLOWING steady expansion, *Tretol, Ltd.*, manufacturers of specialised paints and building products, have taken over a new two-storey office block, and their address is now: Tretol House, The Hyde, London, N.W.9. The firm's colour advisory department evolved the colour scheme, which is designed to promote a feeling of cheerful efficiency in the offices.

* * *

The entire office staff of the Willesden meat products factories of *T. Wall and Sons, Ltd.*, have been rehoused in a newly erected three-storey office block. The new building releases the previous office space in the factory for sausage manufacture.

* * *

Tax-free cheques for £50 were last month presented to four employees of *Greengate and Irwell Rubber Co. Ltd.*, Manchester, to mark the completion of 50 years' service with the firm. Prior to the presentation, the company entertained a number of their pensioners to lunch.

* * *

This year 192 cash awards, amounting to £1,857, were made to *Dunlop* employees under the company's education scheme. Twenty employees received them for passing subjects in the General Certificate of Education, and 10 others on receiving University degrees in science and commerce.

* * *

The Civil Defence Corps have reduced the minimum age-limit from 30 to 18 for technical reconnaissance officers and for women in the welfare section. Certain additional classes of National Service reservists are now eligible for membership of the Corps and of the Auxiliary Fire Service.

APPOINTMENTS

SIR RUPERT DE LA BÈRE has been appointed the first vice-president of The Institute of General Managers. A former Lord Mayor of London Sir Rupert is a managing director of *Proprietors of Hay's Wharf, Ltd.*

LORD CROOK, a prominent trade union official for many years, and **Mr. J. C. POOLE,** a former permanent member of the Transport Tribunal and member of the National Advisory Council on the Employment of the Disabled, have been re-appointed chairman and vice-chairman respectively of the National Dock Labour Board for the year ending December 31, 1955. Four employers' representatives and four workers' representatives nominated by the National Joint Council for the Port Transport Industry were also appointed to serve as ordinary members on the Board for the same period.

Mr. J. A. HAYWARD, superintendent safety officer, *John Laing and Son, Ltd.*, has relinquished the post of secretary of the London Building and Engineering Contractors' Industrial Accident Prevention Group, to which he was appointed early in 1953 on the inception of that body. Mr. Hayward is succeeded as secretary by **Mr. W. R. BATEMAN.**

MR. H. G. MEADS, secretary to *Hoover Ltd.*, has been appointed to the board of directors and now becomes comptroller of the company's financial and administrative services. He is succeeded as secretary by **MR. H. D. VIGERS,** until recently chief accountant and assistant secretary.

LT.-COL. L. F. URWICK has been selected for the 1955 Wallace Clark International Management Award. Given annually since 1948 by four leading American management organisations, the award is presented by the Council for International Progress in Management (U.S.A.) which represents the American management movement internationally. Lt.-Col. Urwick, who is the first British national to receive this award, is also the sole British holder of the C.I.O.S. Gold Medal.

U.S. Welfare Costs Up

THE managers of American business are having to invest more and more in personnel and industrial relations reports Dr. Dale Yoder, of the University of Minnesota's Industrial Relations Centre, in the November issue of *Personnel.* According to a national survey conducted by the Centre, the average cost per employee of providing industrial relations staff services had increased from 48.59 dollars in 1952 and 61.26 dollars in 1953 to 69.34 dollars in 1954. A large proportion of this increase is attributable to growing expenditures on health and safety, which increased almost 50 per cent over last year. Little change was reported in labour relations, personnel rating, employee benefits and services and wage and salary administration.

A lesson in how to use the **Talyrond**, a machine recently developed by **Taylor-Hobson** to measure the roundness of objects. It is accurate to a millionth of an inch.

Here is an account of the apprenticeship training scheme recently begun by *Taylor-Hobson*, the Leicester electronic and optical engineers. It is an example of the great opportunity which industry can offer the youth of to-day. Of special interest is the firm's wages policy for apprentices, under which a boy can earn £430 a year while studying for a university degree.

THE ROAD TO A FINE CAREER

This Firm Offers Youth a Unique Opportunity

By ROBERT McKINNON

AMONG the vast variety of training schemes now being run by progressive firms in all parts of Britain are some which can be said to offer really exceptional opportunities. This is especially true of training schemes for youths under which boys who show promise are given instruction of such a nature that ultimately they should be able to express their creative talents in the design and manufacture of products of a new and exciting character.

One such scheme is the five-year course for apprentices recently introduced by *Taylor, Taylor & Hobson Ltd.*, the Leicester optical and precision engineers, whose lenses, machine tools and optical electronic measuring instruments go to markets all over the world. Like other firms employing a high proportion of skilled craftsmen and technicians, *Taylor-Hobson* have to ensure that the special skills they need are perpetuated—not only perpetuated but shared by ever-increasing numbers in order to keep pace with the growing demand imposed by developments in television, photography, astronomy and aeronautics, to mention but a few.

This is the basic reason why the company has begun this apprentices' training course. In return, it offers the right type of boy something unique: a thorough theoretical and practical training which combines three high skills, namely mechanics, optics and electronics, and the chance, when qualified, to do original, creative work, in fact a pioneer's job in industry. And the level of training is such that boys with the requisite intelligence can go on to take the Higher National Certificate in the appropriate branch of engineering or a University degree in the same subject. At the same time, the boys are paid the usual wages plus an apprentice's allowance, so that at 16 they receive 52s. 3½d. a week and at 21 will be earning 166s. 10d. a week (assuming that wage rates did not alter during the next five years). In effect, this means that a boy with the necessary acumen can receive an allowance of £430 a year from the firm while in the final year of his studies for a University degree.

In outline, the scheme operates in the usual way, the apprentice being indentured by a Form of Agreement signed by the apprentice, his guardian and a senior executive of the company. The scheme is approved by the Scientific Instrument Manufacturers' Association and the form of indenture will be endorsed by them when the apprenticeship is completed. The indenture covers either the craft of Scientific Instrument Making and Precision Engineering or Scientific Instrument Making (Optical).

No boy is indentured, however, until he has been with the company six months or has reached the age of 16. During this preliminary period the boys get used to the climate of industry and the smell of shop oil. Usually, as Mr. H. Keen, the firm's personnel manager, pointed out, they come from school "gauche and uncertain." For the first six months, then, they do all manner of jobs—in the stores, foreman's aide-de-camp, helping in the inspection rooms, and so forth. This is a period of trial and error, of giving the boy time to make up his mind and the firm to judge him.

During the apprenticeship proper, the boys spend 3 to 12 months in various departments of the works, according to the course they have chosen. In the final year, they are placed in the section for which each is most fitted, though in this the company's needs are also taken into account. Throughout their training on the shop-floor the boys are encouraged to make criticisms, suggestions and to work out problems for themselves, and supervisors are asked not to spoonfeed them. The boys are also encouraged to take the examinations of the City and Guilds of London Institute or the appropriate National Certificates or go on for a degree. Those wishing to do so—and it has been found in practice that the element of competition among the boys is so keen that they need very little encouragement—can attend technical college for two days of a five-day week and the company pays for these days as if it were time put in at the factory.

6 Hints on Training Apprentices

1. *Choose boys who do not want a routine type of job.*
2. *Give them six months in various shops so that they can get used to the climate of industry before training begins.*
3. *Pay them an adequate wage plus training allowance, but do not put them on bonus or incentive schemes.*
4. *Encourage them to criticise and work out problems for themselves. Instruct supervisors not to spoonfeed them.*
5. *Provide a workshop where they can make things for themselves in their own time.*
6. *Set up a special committee to review the progress and look after the welfare of trainees.*

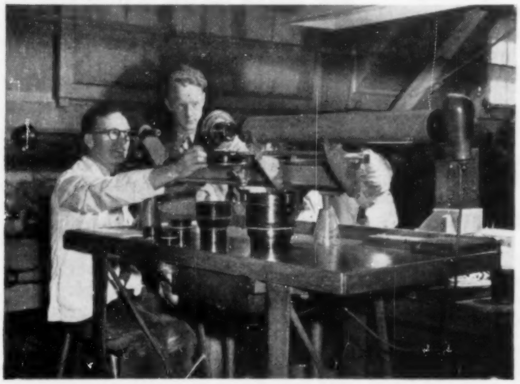
In the whole matter of apprentices' wages *Taylor-Hobson* have indeed shown much practical wisdom. First, they have grasped that many promising boys throw their chance away because a token wage does not enable them to keep up with their friends socially. They recognise that a boy may be clever without being able to look ahead five years until he reaps the rewards of his training, and that in any case he may be expected to pay his way at home. Thus, apprentices are paid a living wage plus a special allowance ranging from 6s. a week at 16 to 22s. a week at 21. On the other hand, they are not paid any piece-rate or incentive bonuses so that they do not suffer financially when they are transferred to another department.

As might be expected, extreme care is taken in choosing the boys for apprentice training, this being the responsibility of the personnel manager who is assisted by an Advisory Committee which meets at least once every six months. Selection, however, is not made on basis of "class" nor does a boy need to have had previous education in scientific subjects. At *Taylor-Hobson's* nothing approaching mass production is undertaken but a wide variety of high precision products. Thus the company are looking for the type of boy whom they think will make at least a first-rate craftsman and, perhaps, a designer, draughtsman or engineer. They are therefore looking for the boy who has the experimental type of mind and who would not be content with a routine job. And in the course of his training in the factory everything is done to develop this attitude. In his spare time, too, the apprentice is encouraged to use the company's Model Club where employees work on private projects. The company has provided the lathes and tools free to the Club and sells materials at cost price.

Finally, it should be stressed that *Taylor-Hobson* trained craftsmen and technicians are perfectly free to join any firm they wish. Explaining this, Mr. L. S. Pitteway, works branch manager, told me:

"We are sure that our training would be for the good of the trade as a whole and hope that other firms will adopt the same attitude. But as a matter of fact we keep nearly all our trainees because they want to stay. As often as not, those who do go elsewhere come back to us later."

This is amply borne out by the figures for *Taylor-Hobson's* "25 Club." Twenty-five years ago the total number of employees was 254 (today there are 738) and of these 62, about 25 per cent., are still actively employed, their total years of service amounting to 2,092. Here, then, is one place in this modern age where the craftsman still enjoys his former eminence.



An apprentice is taught how to test lenses. The firm take pride in the fact that their lenses are now going into many German cameras and projectors.

How We Got Our Girls to Wear Safe Headgear

By **R. BLAND,** *Personnel Manager,* ***Armstrong Patents Co. Ltd.,*** *Beverley.*

This article was written in response to the invitation in our October, 1954, issue asking readers to send in their own stories of how they tackled a personnel problem which cropped up in the course of their jobs. What the writer has to say is particularly topical as *Discussion Leader* dealt with this very theme a month later. Readers are again invited to send in their stories which should range between 1,000 and 1,500 words. Payment at our usual rates will be made for each one published.

R. Bland,

"Management kept in the background."

ARMSTRONG PATENTS CO., LTD., is a fairly large light engineering works with about 1,000 female employees. On at least two occasions during the war years, and before the introduction of a personnel department, the company tried to introduce protective head covering as a condition of employment. Due, however, to the absence of any statutory regulation enforcing female employees to wear protective head covering, this subject confronted our management with a real problem. Here is how we tackled it.

First of all, the co-operation of the departmental supervisors was enlisted. Then, for several weeks beforehand, all supervisors and certain members of the personnel department informed as many employees as possible—during casual conversation—what the management's intentions were. In this way we hoped to get the girls used to the idea.

The whole matter was also discussed with the factory manager, who talked it over at his bi-weekly foremen and chargehands' meetings, a written report of which is circulated to managers and supervisors at all levels. Supervisors were asked to help in winning 100 per cent acceptance of the proposal.

Obtaining samples of head covering was the next move, and I decided to give the job of choosing the most suitable type to the female shop committee members. These girls—like most of our women workers—were not accustomed to wearing hats at all, but, with the aid of the welfare supervisor, I was able to convince them of the dangers of operating machines without suitable head covering. They eventually decided on a simple triangle of net.

One very important factor in "selling" the project was that the management did not wish to enforce their type of head covering ; only the principle of hair being neatly tied out of harm's way. The committee girls were told that all women workers could wear their own scarves if they wished. Realising the importance of the matter, they became our "agents" on the shop floor.

Notices informing all concerned of our decision were then posted in accordance with Rule 2 of our Terms and Conditions of Employment which reads as follows:—

> "RIGHT OF ALTERATION. The Management reserves the right to delete or alter any clause or clauses in these terms and to add any new clause or clauses at 14 days' notice and every employee continuing in service more than 14 days after notice specifying the deletion, alteration or addition has been posted on the factory Notice Boards, shall be deemed to have contracted upon the altered Terms of Employment."

Though no one came to hand in her notice, the "grape-vine" informed us that certain sections, particularly those not actually employed on machine operations, were likely to react unfavourably. I again contacted the departmental supervisors, and the next move was planned. As soon as we received a supply of scarves, the parcels were opened and left in a conspicuous position in the personnel and welfare department, where our numerous daily visitors saw them and passed comments. One or two representatives from every production line, chosen by their supervisor, were sent to my office in prearranged groups of 15 to 20. They were told exactly why we were enforcing the use of protective head covering, the dangers of operating machinery with unprotected hair being fully stressed.

To support our case, the welfare supervisor demonstrated on a junior member of the department the various ways of wearing this particular head scarf, and the girls were again informed that they could still wear their own scarves, provided they were worn in an approved manner. However, any female employee found not wearing head covering of an approved kind on the day after issue would be suspended for three days, with dismissal for a further refusal.

To avoid loss of output the line chargehands agreed to conduct the distribution of the scarves to their girls, *and on the day of issue management kept in the background to avoid any controversy.* The next morning I crossed my fingers, and sent the welfare supervisor round the factory to investigate the result. Half an hour later she returned all smiles with thumbs up. It had been an unqualified success !

One of the main points of the whole campaign appeared to have been the fact that there were to be no exceptions. Regardless of the type of work, the rule is "All hourly-paid females must wear suitable head covering." And after two years we have still not had occasion to suspend, far less sack, any girl for refusing to obey this rule.

When The Source Matters More Than The Facts

How Attitudes Can Colour Information

Here are two more actual examples of the suspicion in which many workers hold their managements. Both highlight the same point: that the source of information, or a ruling, is more important than the information itself.

A PERTINENT letter from E.L. of London, W.14, to *Discussion Leader*, throws more valuable light on the subject of attitudes in industry. He says:

"Your page has always interested me very much, and your article in the October issue has really roused me to write to you. The problem of attitudes which you are now discussing is, it seems to me, the fundamental problem in industrial relations and one which is larger than is often realised. We all seem to be agreed that unfavourable and unco-operative attitudes are the result of people's past experiences. The trouble is, they also perpetuate misunderstandings in the present. It seems almost impossible for managers and workers who distrust each other ever to change their point of view because they do not listen to, or else they do not believe, the evidence which might make them do so.

"This was made very clear to me recently. I was concerned with a course organised by a trade union for its shop stewards. My subject was, Working Conditions, and I planned to spend one period discussing ways of preventing accidents. We usually had lively discussions but that morning nobody had much to say. I could not understand why until one member said:

"'It's no good discussing how to prevent accidents unless you're working with a management that wants to prevent them. I'm not. Our management just pretends to worry about it. We have a marvellous first aid department, but we all know of dangerous equipment that isn't replaced even after we've complained about it. And we all see the spit and polish that goes on just before the factory inspector comes round. He never sees what our place is really like. Those are the sort of things that remind us never to trust management. Besides, why should the management worry? The company's insured. They've got nothing to lose.'

"Several people shared his point of view and gave instances which they felt showed how little their managements cared about accident prevention.

"Since I felt that some at least of the instances could be interpreted differently, I wanted them to consider whether they were prejudiced about management's efforts. I said:

"'What about the things we've discussed here so far? Do you think they could help to prevent accidents?'

"It was generally agreed that they could. So I asked them:

"'Suppose I got a job as welfare officer in one of your firms and sent out a notice with these suggestions—would you accept them?'

After a pause one member said:

"'Well, I wouldn't. I've had too much experience of my firm to trust them any more. Whatever you said, if you were welfare officer in our place I'd know you were being paid by the management and were only giving their point of view.'

TRUST OR SUSPICION

What cases can you cite about "attitudes" and prejudices on the shop floor?

What would you have done in the situation described on this page?

***Discussion Leader* invites you to send in your stories and comments on an all too common attitude in industry. As usual, a guinea will be paid for each letter published.**

"I asked why they could accept the same suggestions when they were made on the course—and someone answered in real surprise:

"'That's obvious isn't it? It's our union that has arranged this course. You're working for them now. We know you haven't any axe to grind.'"

"So to this group at least, the source of information was more important than the information itself. I suspect that a good many of us in industry have the same sort of prejudices, though we are not so frank—or perhaps so naïve—about admitting them.

"As I have always found your articles so stimulating, I should very much like to see your comments on this incident and to know what you think can be done about such situations.

"May I end by wishing you every success with your page, which seems to me to combine good sense with entertaining reading in a way which is much too rare in our subject?"

Here is someone else experiencing the same difficulties as the supervisor whom I described in October. You may recall how his action in turning down a worker's suggestion for a new jig was misinterpreted. The group E.L. was teaching was not prepared to consider evidence on its own merits. As E.L. so aptly put it "the source of the information was more important than the information itself."

If The Union Says So

A little while ago I was talking to a junior member of a staff office who had had a very similar experience. A group of workers were refusing to do a roster of hours involving some shift work. The junior staff officer was given the job of seeing the men and explaining to them that the roster was part of a general reorganisation which had been agreed by the management with the union. "This is a straightforward job; you shouldn't have any difficulty," were his senior's parting words as he left the office. Two hours later a very worried junior staff officer was remembering those words as he made what he felt must be his last attempt to persuade the group to fall into line. Once more he took out the management's book in which copies of all agreements with the trade unions were printed. He found the right page and once more pointed to the relevant passage—"Look here it is in the book," he said. "We don't believe it," was their reply.

The staff officer said he stood and looked at the men in despair. Then just as he was thinking that he could not possibly go back to the office and confess that he had failed in this simple assignment, he had a sudden idea. He fished in his pocket and pulled out the union booklet which also had a copy of all the agreements in it. "See", he said, "Your own book says the same thing."

On the front of the book was printed the name of the union concerned. The men looked at it. "Oh well", they said, "If the union book says it, that's different" and they agreed to the hours of duty without further argument.

So to this group, too, the source of the information was more important than the information itself. I expect many of you must have had similar experiences. Can we hear about them ?

E.L. also asks me what I think can be done about such situations. Have you any suggestions to offer ? We all have some very strongly held attitudes which we are loath to part with. If these attitudes no longer fit the facts how can we be persuaded to part with them ?

A QUESTION OF DISCIPLINE

To Judge Or Not To Judge

A PERSONNEL manager raises a question of discipline which should be interesting to all of us. He says, "Joe, an old employee of our company, was in hospital for many weeks. During this time another employee of our company looked after his affairs for him. The day after he came back to work the older man came to see me. He brought with him conclusive evidence that the other man had stolen £20 from him while he was in hospital. I decided that my main job was to help Joe to get his £20 back. I sent for the other man. Almost before he got inside the door he was saying 'I admit it all, Governor. I took the money all right. I know it was wrong.'

"I interrupted him. 'It's not my business to judge whether you were right or wrong', I said, 'but it *is* my business to see Joe gets his money back!' I therefore arranged for the company to pay Joe £20 at once. I told the man who had appropriated the money that a regular sum would be deducted by the firm from his wages each week until the debt had been paid off.

"As far as the company was concerned this closed the issue. I have been criticised in some quarters for taking this line. It is argued that it was my duty as the company's representative to take some stronger action against the offender. I still think I was right in not passing moral judgment on this man. What do your readers think ?"

This case raises important and controversial issues; can I have your views ?

DISCUSSION LEADER

Teaching By The Case Study

Introduction To Industrial Management (new fourth edition.) By Professor F. E. Folt. (*McGraw Hill*, 52*s.*)

THIS text book was a pioneer of new teaching methods when it first appeared twenty years ago. It is based on the belief that students learn most about industrial management by analysing and solving problems arising from actual business situations. The student, in fact, learns best through doing. Thus, each of the many aspects of industrial management dealt with in this book is introduced by a case study of problems that have arisen in some undertaking. The methods the firm adopted to meet the situation are outlined and commented on. The author then uses the cases to illustrate underlying principles of good management. Further cases follow, which the student is asked to work out for himself.

The student is introduced to all the main aspects of modern business management in the same way. Part I of the book contains chapters on methods of organising production and on problems created by such matters as the expansion or contraction of a business.

Part II of the book deals with the different factors of production. The supply and purchasing of raw materials, the supply and organisation of personnel, the wage payment system and the location and layout of the factory, all receive a detailed and systematic analysis. Part III deals with production control.

This book should prove of value to students of industrial management, and should make interesting, and at times, instructive reading for the practising manager. Its usefulness for the British student is somewhat reduced because the cases and problems come from American industry. Some of the issues raised have little or no relevance to British industry and some of the proposed solutions must be considered in the light of American customs and attitudes.

Nevertheless I should recommend the thoughtful student to make the attempt. Good management principles have a universal validity and the problems of organising people to produce goods or services have many points of similarity wherever we meet them. The case study method of presentation clarifies the issues and makes them practical. Management is a practical subject and this is an attempt to teach it in a practical way.

MARGARET BROWN

Industrial Finance

Financial Aspects of Industrial Management. By G. D. Bond. (*Butterworth & Co. Ltd.*, 40s.).

THE object of this book is to help those who wish to know more about how management uses and controls its finances.

It is in four main parts: principles of industrial organisation, management and statutory accounting, basic financial policies, and financial structure. The first part deals with organisation, process study and work study and goes on to a survey of the principles of incentives, job evaluation and merit rating. The second part is concerned with costing, budgetary control, productivity measurement and goes on to statutory accounts and financial accounts and financial analysis.

In Part III are explained such things as depreciation policy, stock evaluation, reserves and dividends, pricing, insurance and pension scheme financing, while the final section covers permanent capital and borrowed funds.

As a text book it should be of real value to the management trainee and young executive.

A Legal Aid

Outlines Of Industrial Law. By W. Mansfield Cooper, LL.M. (*Butterworth & Co. Ltd.*, 30*s.*)

LIKE *Financial Aspects of Industrial Management*, this volume is also an excellent text book for the management trainee or young executive, especially for those whose careers are likely to be tied up with industrial relations. For the personnel manager and the safety officer it should be a valuable background reference.

Outlines of Industrial Law is the revised edition of the volume first published in October, 1947, since when the continuous new legislation on shops, factories, reinstatement in civil employment, industrial injury insurance, wages councils and so forth has necessitated bringing the first edition up to date.

The treatment is selective and expository rather than comprehensive and critical. Apart from tables of statutes and cases, there are 11 chapters, including three on the contract of service and that of apprenticeship, three on industrial legislation, one on The National Insurance (Industrial Injuries) Act, 1946-53, and one on the master's liability for injury to his servant. The final chapter concerns the law of trade unions and the settlement of disputes.

Mr. Cooper is dealing with an intricate and often turgid field. It is a mark of his talent and clear thinking that his writing is simple, direct and holds the reader's interest constantly.

Treating Radioactivity

Medicine In The Atomic Age. (*Medicine Illustrated*, 7s. 6d.)

THIS is a symposium of articles in the November, 1954, issue of *Medicine Illustrated*, designed to meet the needs of the practitioner of clinical medicine in the light of the rapid development in medical applications of artificial radioactivity. The practitioner's duties in civil defence, as well as the ever-increasing numbers of people working with radiations, require that the practitioner has at least a working knowledge of radiation injuries, their diagnosis and treatment.

Providing For HUMAN Depreciation

Good Management *Plans* the Pension

By ROY LOWNDES
Managing Director, ***Noble, Lowndes & Partners, Ltd.***

More and more firms are now granting pensions to their men and women on the shop floor, where in the past such schemes applied only to office staff. The numbers involved today call for a *planned* pensions policy. Here, an expert sums up modern thinking on the matter and shows how employers can provide for the old age of their work people—simply and efficiently.

As every personnel manager knows, there is no such thing as "personnel"—there are only people. Men in industry are not the button-faced, match-stick figures of statisticians' diagrams ; they are real people, with all the hopes, fears and aspirations of mankind. Most of these men are faced with two primary hazards that mere willingness to work cannot overcome—the possibility of poverty in old age, and the fear of early death or disablement leaving a wife and family unprovided for. It goes almost without saying that an employer who makes provision for both these contingencies on behalf of his workpeople will reap the reward of increased loyalty and of greater production from men whose personal security is thus directly linked with the prosperity of the undertaking.

Very few employers hesitate to accept such responsibilities, as the private pension list of former employees or their widows demonstrates, but in most cases the provision is made only when the event occurs, and then on a purely arbitrary basis. Such ex-gratia payments demonstrate good-heartedness, but not good management, for they do not banish uncertainty from the minds of other workers, and they have indeed a distasteful air of charity, however well meant.

If such liabilities exist, then prudent management should create funds to meet them ahead of time, in the same way as financial provision is made year by year for such things as replacement of plant. This comparison cannot be pressed too far, however, for men are not machines ; it is a comparatively simple matter of arithmetic for the accountant to provide for depreciation and replacement, but men cannot be scrapped at the end of their useful working life, at which time they have an expectation of some 12 more years of life. In short, a human problem can only be discussed in human terms.

The haphazard paternalism of ex-gratia pensions on the old pattern had at least this merit (if no other), that in a small undertaking the employer was able to examine each particular case and to regulate his benevolence according to the needs, and the deserts, of the individual concerned. When it comes to the institution of a funded scheme in larger organisations, however, there are many complex considerations to be taken into account, arising not only from local and domestic conditions but also from those obtaining in the particular industry in which the company is engaged, and the employer must accept the responsibility for decisions which may be of supreme importance to his employees.

6 FACTORS IN GOOD PENSION PLANNING

1. *A man of 65 can now reasonably expect to live another 12 years—a woman even longer.*
2. *See that your scheme covers* ***all*** *permanent employees ; both men and women.*
3. *Grant pensions out of profits your workpeople help to create. Do not base them on haphazard philanthropy.*
4. *There is no one sovereign remedy. In planning a pension scheme a firm's resources, prospects and needs must be taken into account.*
5. *Keep your scheme simple, however. No deductions need be made from wages.*
6. *Make sure in all cases that your workers' wives and families are provided for under the scheme.*

One employer will wish to give the greatest weight to length of service, another to salary and status ; another again will feel that both factors should be taken into account in the calculation of retirement benefits. One may consider that the main emphasis should be on the pension benefits, and will favour a scheme which, for example, will double the pension under the State Scheme ; another will prefer that the benefits should be expressed in terms of a lump sum payment in cash. The inclusion of female employees, the upper and lower age limits for entry, the length of the period of qualifying service—these and other matters will demand careful consideration and decision.

The provision of funded retirement benefits for works employees is a matter which has increasingly demanded the attention of thoughtful employers during the last few years. The scheme which was recently announced by the *British Motor Corporation* is merely one instance among many ; it is not in any sense a new departure, for many such schemes have been in operation for a number of years, with outstanding success from a productive as well as a humanitarian point of view.*

To one who has participated in this development from its very inception, one thing is clear above all others: **that the objects of a works scheme can only be attained if the employees are convinced that a scheme gives them what they want and what they need ;** unless this is so, a scheme may do nothing to encourage and retain good men, and the employer's trouble and expense will merely increase overheads. Good intentions, in fact, are not enough.

It is very easy to be misled by words, and the currency of the expression "Pension Scheme" has given rise to much loose thinking. It implies that provision for retirement can only take the form of pension, and has perpetuated the antiquated notion that the object of a scheme is to "pension off" employees. But will the prospect of a small annuity at the age of 65, or a pittance from an Internal Fund, really encourage the efforts of a man in his prime, or warm his heart in middle-age as the time for retirement draws near? What the normal man really wants is the assurance that his wife and family are provided for if death or misfortune should overtake him; and the older man would often rather have a tidy sum of money in his hand when he retires than the prospect of a small addition to the State Pension—and that, after all, is as much as many employers can provide for the rank-and-file.

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* The *British Motor Corporation* scheme is non-contributory and provides £10 life assurance for each worker for each year of service up to a maximum of 40 years. If an employee dies before he retires, his widow receives £400.

Simplicity is in itself advisable, for to most work people the provisions of a Superannuation Fund—the percentage of salary contributed by the employee, the percentage contributed by the employer, the fractions of salary to be provided as pension—all these are dark mysteries, whose recital invokes a vague mistrust rather than interest and enthusiasm. But the employer who can say to his men, "You get £400 if you retire after 40 years' service, and your wife gets £400 if you die before you retire," is saying something which he and they both understand, and which really means something.

A scheme on these lines gives work people what they want in the way they want it, and therefore it produces the desired result. Even if it were more troublesome than another method of providing retirement benefits, it would be worth it, but in fact nothing could be more trouble-free. There are no niggling deductions from wages to be made every week, no pre-occupation with the investment of funds, no worries arising from adverse mortality experience, no raids on the company's reserves to make up deficiencies.

Some readers may be surprised at the statement that no deductions need be made from wages; the old idea that employees must contribute to their benefits dies hard. They *can* be called on to do so, and even now they sometimes are, but all too often it is a case of spoiling the ship for a ha'po'rth of tar. There are many strong arguments against it, but the argument which really counts is the psychological one. To many employees, the employer who requires contributions to a pension scheme seems to be giving with one hand and taking with the other.

In discussing a particular formula which has been found appropriate in one particular case, it would be misleading to give the impression that there is one sovereign remedy which can be universally applied. That is no more true in pension planning than it is in medicine, and the ready-made scheme, indisciminately applied, has shown itself as unsatisfactory in the one field as the quack-doctor's cure-all in the other. There is, I believe, no substitute for expert advice, based on a detailed examination of established facts—and the pension consultant gives his advice free of charge and accepts responsibility for the result.

Under modern conditions a company's retirement benefit policy is of crucial importance, connected as it is with wages policy on the one side and welfare on the other. Great developments lie ahead, and clear thinking on the basic issues is essential if this very important aspect of industrial relations is to become, as it should be, a vital element in increasing productivity and industrial welfare.

No Rest For The Insecure

REASON	Men giving this reason for staying on at work—							
	at age 65				at age 70			
	reason first given		"most important" reason		reason first given		"most important" reason	
		%		%		%		%
Financial need	3,208	44.7	3,900	54.4	857	33.2	1,110	43.0
Feel fit enough	1,813	25.3	1,066	14.9	763	29.6	418	16.2
Prefer to work	1,446	20.2	1,482	20.7	694	26.9	761	29.5
Employers' needs	165	2.3	114	1.6	89	3.4	55	2.1
To obtain bigger N.I. retirement pension	49	0.7	37	0.5	26	1.0	22	0.9
To qualify for some other pension, e.g., from employer	48	0.7	39	0.5	1	—	—	—
Domestic reasons	46	0.6	53	0.7	27	1.0	22	0.9
Difficulty of or reluctance in disposing of business ..	52	0.7	59	0.8	14	0.5	17	0.6
Finishing current commitments	15	0.2	10	0.1	2	0.1	5	0.2
Social reasons, e.g., loneliness	20	0.3	31	0.4	10	0.4	14	0.5
Living accommodation would have to be vacated	23	0.3	23	0.3	3	0.1	3	0.1
Other reasons	11	0.2	82	1.1	2	0.1	60	2.3
Reasons not known (not interviewed, etc.)	279	3.9	279	3.9	93	3.6	93	3.6
TOTAL	7,175	100	7,175	100	2,581	100	2,581	100

The above figures are taken from the recent report published by the Ministry of Pensions and National Insurance on "Reasons Given for Retiring or Continuing at Work" (see this page). From this sample survey of 7,175 men in various industries, it is seen that over half of them had to keep on working after the age of 65 primarily because of financial need.

WHY OLD PEOPLE WORK ON

PUBLISHED recently by the Ministry of Pensions and National Insurance (available from *H.M.S.O.*, price 5s.) are the results of an enquiry into the reasons why people retire or stay on at work after reaching the minimum age for the national insurance retirement pension. Made under the guidance of the National Advisory Committee on the Employment of Older Men and Women, the enquiry covers some 29,000 insured men and women who, during the period of four weeks ending October 11, 1954, were taking their retirement pensions either at the minimum retirement age or later, or who were just reaching minimum retirement age but were staying on at work.

Where appropriate, and in agreement with the workers concerned, employers were asked to supplement the information given by those who had retired. The report records the reasons people gave for their respective decisions on reaching the minimum age of retirement, and the information they gave about such matters as working conditions, pension schemes, and family circumstances. It also compares the results with other information, such as the recorded incapacity for work owing to sickness or industrial injury or disease. The results of the enquiry have been made available to the National Advisory Council on the Employment of Older Men and Women, which is reviewing the various economic problems involved in providing for old age.

Welfare à La Mode

Soda Fountains

THE shape of welfare things to come is highlighted in the new canteen opened last month at the works of *Gillette Industries Ltd.*, Isleworth. The new canteen building has a dining area of 6,850 sq. ft., accommodating 500 persons at one sitting and catering for a staff of nearly 2,000. It serves 1,300 main meals, 4,000 light refreshments and 6,000 cups of tea daily. In addition to the usual service counter, a soda fountain is provided, dispensing iced mineral waters, ice cream and confectionery.

The kitchen has a floor area of 3,350 sq. ft., and is equipped with stainless steel cooking equipment of the latest design, including the newest model of Dawson "Deluge" dish-washing machine, with 10,000-piece capacity per hour.

The new building further includes a recreation room 5,750 sq. ft. in area, containing billiard and table-tennis tables, and a library. It comprises a well-appointed stage, 38 ft. wide by 31 ft. deep, equipped with a complete lighting system and dressing rooms. For dances and other social occasions, the dining area and the recreation room can be opened up into one large hall of over 12,000 sq. ft., and although the whole of the new canteen building is separate from the factory, it is connected with it by a covered way.

Prosperity Passports

WELFARE Officers will no doubt be interested in the scheme by which the managing director of one firm seeks to encourage the saving habit from school to industry.

Each apprentice in his firm is given a "Passport to Prosperity." This is a booklet similar to a passport ; inside is a photograph of the apprentice, his signature, name and address, etc. Two pages are devoted to "Apprenticeship Conditions" and one page to "National Savings Schemes." Inside the back cover there is a pouch containing savings leaflets.

As one would expect there is a comprehensive savings service in the firm to make it easy for the employees to save in one or more of a number of ways. More than 87 per cent of the employees belong to the firm's savings group which has 492 members. (**The Welfare Officer.**)

PROMOTION DILEMMA

"The weak link in promotion by merit is how to establish objective standards by which merit can be measured. This is a problem which has not been solved, for it is a very difficult one. In want of a solution it is easy for promotion by merit to relapse into promotion by seniority—the dismal ascent by dead men's shoes; or promotion by luck—'the right face at the right moment.'" (Dr. Alexander Fleck, chairman of **I.C.I., Ltd.**)

Vauxhall Set Civil Defence Example

"THIS is the first time that I have been able to visit a large and important industrial concern which has successfully developed its own civil defence organisation," General Sir Sidney Kirkman, Director General of Civil Defence, remarked during his recent visit to the Luton works of *Vauxhall Motors, Ltd.* General Kirkman said that there was a very great need for all types of industry to recruit, train and organise personnel for civil defence duties.

It was only in June, 1951, that the Government invited industry to make civil defence arrangements for its premises. Since then industry had recruited and trained over 10,000 instructors and there were more than 150,000 volunteers under training. This was an exceedingly satisfactory start and *Vauxhall Motors*, for one, had been particularly energetic.

General Kirkman said that some 12,000 premises were affected by the Government's present plans and there remained at least 3,000 premises in which literally nothing had been done to start any organisation. Industrial civil defence, he stressed, must combine with the Civil Defence Corps. The C.D. organisation at *Vauxhall Motors* was an outstanding example of what could be done when management played its full part in encouraging civil defence, and it was to be hoped that in due course this example would be followed by those industries which were still lagging behind.

Health In The Factory

Air Conditioning

THE second of this year's Chadwick Lectures was delivered in London recently by Mr. P. C. G. Isaac, who spoke on occupational health. Industrial air-conditioning, he said, was today mainly concerned with maintaining the temperature, humidity and cleanliness of the air at standards suitable for some industrial process ; air conditioning for the health and comfort of the worker was, unfortunately, still not common.

Control of the thermal conditions of the worker's environment was, however, desirable not only for his comfort but on purely practical grounds. Poor conditions adversely affected health, physical and mental efficiency and proneness to accident. The problem, Mr. Isaac stressed, was complex—on the one hand all the essential needs of the process, and on the other the needs of the worker. Mr. Isaac concluded that a basic essential, still inadequately appreciated, for the maintenance of a worker's health and well-being was the fruitful co-operation between the medical man, the pure scientist and the applied scientist.

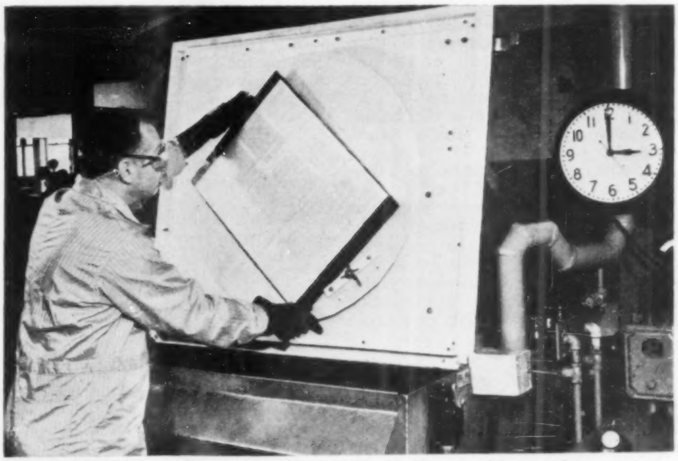
Hygiene

THE importance of personal hygiene on the part of workers was stressed very forcibly by Dr. James H. Bell in a recent talk to the Scottish Branch of the Textile Institute on "Occupational Health Problems in the Textile Industry." It was not enough that managements issued advice on hygiene matters: actual checks were essential.

Dr. Bell covered the main diseases in the textile industry and showed how

(*Continued overleaf*)

TEN TIMES FASTER



Engaged in this new American process to speed the reproduction of magnesium printing plates, this operator is seen removing the plate from the machine after chemical treatment which completed the etching in one-tenth of the usual time.

these were responding to alterations in methods and layout. He also thought it necessary that where firms provided overalls and protective clothing they should also launder them, and that girls be provided with protective footwear which combined safety, comfort and smartness. Noise reduction had been emphasised but noise was still with us, and he also thought that still not enough use was being made of dust extraction by suction methods. He also advocated greater use of handling mechanisms and the design of machinery which took into account the posture and physique of the worker.

TOO MANY WORDS

WE do not pretend that there is any easy solution to the problem of how to obtain the right lecture material for a conference, particularly when it is international. If the speeches are edited in any detail, the speakers lose some of their independence and originality. What is more, up to a point it is true that managers who have been used to a practical working life do not mind occasional exhortation, even if some of it is repeated. Nevertheless, it appears that the main problem which confronts management training is how to communicate as much useful information to busy men in the shortest possible time. (**Business**, 12/54.)

Training News

Secretarial Know-How

A NEW " Private Secretary's Diploma " is to be awarded by the Commercial Education Committee of the London Chamber of Commerce and will be open to men and women of 21 or 22 and over (the actual age still to be decided).

The Diploma, which will be awarded on the basis of written papers and an interview, will have three main objects:—

1. To help the business executive in his selection of a secretary who is not only an efficient shorthand/typist but skilled in dealing with people.
2. The Diploma will give the holder positive proof of ability when applying for a post.
3. It will, says the Chamber of Commerce, provide an incentive to suitable girls to carry on with their studies after leaving school.

The examinations will be concerned not so much with testing the candidate's knowledge as her ability to make intelligent use of that knowledge. The standard will be high and the greatest care taken to ensure that it is constant.

Writing Courses

BEGINNING on February 16, 1955, an extensive course of training in report writing will be held by the Department of Management Studies of the Polytechnic, Regent Street, London, W.1. Members of the course will be required to write at least two reports and to analyse and edit a number of others. The practical work forms the basis for discussions on the problems of collecting and sifting information, the purpose and structure of different types of reports, the meaning of words and the use of language. The course is particularly suited to people in positions of responsibility whose work involves a good deal of writing. Meetings will be held every Wednesday from 2-5 p.m. for 14 weeks, and the fee to London students is £1 10s.

LEO FOR HIRE

J. LYONS AND CO. have established a subsidiary company—*Leo Computers*—to carry on the business of manufacturers of, and dealers in, all forms of electrical or automatic computers, office machinery and automatic control equipment. The company will market *Leo*, the new electrical office, at around £90,000, but medium-sized firms will also be able to profit by renting time for individual jobs.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Induction Course

UNDER the company's education and training scheme, six full-time instructors cope with 36 to 40 boys, who remain at the centre for periods up to one year, depending on the trade to be followed. During this time the boys receive their basic training for their future trade, and the syllabus also includes daily physical training and weekly sessions on first aid and accident prevention. At the end of the training period, the boys are placed in their future works departments and quarterly reports are made by foremen in order that the Training Department is kept in touch with their individual progress. Thus, when the boy reaches the age of 16, a decision can be made on the question of full apprenticeship and a five-years' agreement drawn up. (**The Stantonian**, 11/54.)

Doubtful Honour

Mr. H. Storey, chief security and safety officer of *F. Perkins, Ltd.*, together with his assistant, Mr. S. Hardy, devised a scheme in March of this year which, intended as a deterrent to accidents, carries with it an award of the Black Spot. This is given to the department showing the highest accident rate during a month, an award that no one wants. (**Perkins News**, 12/54.)

Where Ignorance is Bliss

"A boy applied for work at the Personnel Department. His interviewer asked:—

"What's your name?"

"Bernard Shaw", replied the lad.

"That's a well-known name isn't it?"

"You bet", said the boy, "I've been delivering papers around here ever since I left school." (**The Lobol Magazine**, September-October, 1954.)

Emergency Feeding

Drawn from the catering departments of Billingham, Paints, Metals, Alkali and Plastics Division and Head Office, nine men and women recently underwent a two days' course of training in emergency feeding. The course was the first to be organized by Head Office catering section under the *I.C.I.* Civil Defence scheme. Later, courses will be held at Witton, Ardeer, Billingham, Runcorn and Winsford, and by 1957 it is planned that the majority of the staff from every *I.C.I.* works and office canteen will have a working knowledge of emergency feeding arrangements. The instructors will be members of the company's catering departments who are well versed in field cooking, and the scheme is under the general supervision of Mr. R. L. Stinton, of the Central Labour Department. (**I.C.I. Magazine**, 12/54.)

Adjustment Courses

To assist young apprentices to get an idea of what makes a factory tick and causes the growth of industrial concerns, the National Association of Boys' Clubs have organised residential courses to adjust boys to their new surroundings in industry. These courses are run in various parts of the country and last month eight probationary apprentices from *Ingranic* went to Amersham on one.

Lectures ranged over many aspects of industry covering such subjects as the personnel relations of various executives such as a works manager, a personnel manager and a foreman; talks on economic aspects, trade unions, location of industry, factors of production, and the functions of various departments.

Towards the end of the course every boy was asked to give a two-minute lecture on one of the subjects covered during the week. The result of these lectures showed that the boys now understood some of the basic facts on industry which they did not know previously.

Sociable Workers

So keen are employees on social get-togethers, that 98 per cent of them subscribe 6d. per week (4d. in the case of ladies) towards social funds. These subscriptions enable the committee to hold a dinner-dance every year at a cost of approximately £120; to arrange an annual outing costing at least £80; help towards sick leave benefits; and provide and maintain table tennis and darts equipment, a billiards table, a wireless and a portable electric gramophone.

EQUIPPING THE CANTEEN—3

Kitchen Needs for 500 Main Meals

By L. BANHAM, A.M.H.C.I., A.R.San.I.

This third and last article of a series on equipping the canteen deals with the plant and accessories needed in a kitchen turning out 500 main meals or thereabout. The figures mentioned should be taken as a basic working guide.

THE problem of equipping and running the larger type of canteen—serving, say, upward of 500 main meals—can be simplified by the fact that it is easier to subsection the plant and the work. In the small canteen, for instance, the dry food store may well have been combined with the larder in which there is the refrigerator. With the large canteen it is often more convenient to house these separately. In any event refrigeration capacity for the canteen serving 500 main meals should be at least 250 square feet.

It should not be necessary to spend much money on canisters for the dry store for, in the course of time, a number of useful tins with lids will be acquired. Storage of flour and salt for day-to-day use in the kitchen is best met by metal-lined rectangular box bins fitted with lids and mounted on castors.

In the kitchen proper there should be four unit ovens, each of 5 cubic feet capacity, grouped together so that their boiling tops will form a square. Baking sheets, roasting tins, trays and pie-dishes should be bought with an eye to the area of the oven shelves so that the minimum of oven space and fuel is wasted. Other static cooking apparatus such as the pastry oven (which, incidentally, should never be used for any other job) might be sited together with the general ovens in the centre of the kitchen. This permits a single canopy fitted with an exhaust fan to remove unwanted odours, especially in the case of the deep fat fryer, and excess steam from the vegetable boilers and the steaming oven.

A useful size of pastry oven is the 36 in. by 30 in. by 9 in. model and not far from it should be a pastry cooling rack. Steaming oven capacity should be at least 12 cubic feet in capacity ; two steaming ovens each of six cubic feet will answer this requirement. A deep fat fryer should have at least two pans each of which needs to be about 24 in. by 18 in. by 7 in. For grilling and toasting, a salamander with a working surface in the region of 24 in. by 15 in. is the minimum size. Three vegetable boilers, each of 30-gallon capacity, mounted on legs and fitted with draw-off taps, are needed and there should also be saucepans as follows: 2 pots, boiling, 5-gallon, 2 pots, boiling, 3-gallon, 2 pots, boiling, 1-gallon, 2 pots, boiling, ½-gallon. A 10 to 16-gallon stockpot, for preference mounted on its own stand fitted with a draw-off tap and having separate heating to maintain a steady simmer, is advisable.

Foremost amongst the mechanical equipment is a 30/50-quart electric mixer complete with attachments for mincing, shredding, crumbing, etc. A 14-lb. potato peeling machine is another essential, while three hand peelers and apple corers combined will be useful for trimming and removing eyes. A gravitation feed slicing machine should also be included, while an apple peeler and coring machine is useful in the vegetable preparation room. Another great labour saver in places where a large number of snacks and light meals are served is a butter pat machine.

Food preparation tables should be 33 in. high and of stout construction. Tables having a shelf fitted below are usually stronger and more useful.

How modern equipment helps to maintain a high standard of hygiene is evident in the counter service at **Glaxo Laboratories'** canteen which caters for some 500.

Kitchen Accessories For 500 Meals

Apple corers and peelers (combined)	*3*
Bag, piping, 13-in.	*1*
Bag, piping, 17-in.	*1*
Piping tube sets	*1*
Basins, china, 8-in.	*12*
Bins, refuse, galvanised, with covers	*3*
Bins, swill, galvanised, with covers	*3*
Bins, enamel, pedal operated	*2*
Boards, chopping	*2*
Board, pastry	*1*
Bowls, tinned steel, 12-in. by 6-in.	*3*
Bowls, hand, galvanised	*3*
Box, cutlery	*1*
Broom, bass, with handle	*1*
Brooms, soft hair, with handle	*2*
Brushes, lavatory	*1*
Brush holder, lavatory	*1*
Brush, hair, pastry	*1*
Brush, saucepan	*1*
Brushes, scrubbing	*4*
Brush, tap	*1*
Brush, block, wire	*1*
Buckets, galvanised, 12-in.	*2*
Buckets, mop, galvanised, 12-in.	*1*
Case opener	*1*
Chopper, meat, 10-in. blade	*1*
Colanders, aluminium or tinned steel, 16-in.	*2*
Corkscrew	*1*
Covers, plate	*50*
Cutters, pastry, plain, sets	*1*
Cutters, pastry, fluted, sets	*1*
Dishes, pie (to fit oven size)	*20*
Dredger, flour	*1*
Dredger, sugar	*1*
Dustpan	*1*
Fork, cook's	*1*
Fork, flesh	*1*
Funnels, pie	*12*
Grater	*1*
Hooks, meat, 6-in.	*6*
Jugs, aluminium, 8-pint	*3*
Jugs, earthenware, 8-pint	*3*
Knife, boning	*1*
Knife, bread, saw	*1*
Knife, butchers'	*1*
Knives, cook's, French pattern, 4-in.	*3*
Knives, cook's, French pattern, 7-in.	*3*
Knives, cook's, French pattern, 10-in.	*3*
Knife, palette, 8-in.	*1*
Ladles, tinned steel, 2-oz.	*3*
Ladles, tinned steel, 5-oz.	*3*
Ladles, tinned steel, 8-oz.	*3*
Ladles, wire, 6-in.	*2*
Lemon zester	*1*
Mats, kneeling, rubber	*2*
Measure, graduated, 2-pint	*1*
Mincer, hand	*1*
Mop, with handle	*1*
Moulds	*8*
Mushroom, wooden	*1*
Opener, can, bench type	*1*
Pins, rolling	*2*
Plates, aluminium	*12*
Rings, flan, 10-in.	*12*
Rings, stacking, 8-in.	*50*
Saws, meat, 12-in.	*1*
Scales and weights, 14-lb.	*1*
Scales, platform	*1*
Scissors, pairs, kitchen	*1*
Scoop, perforated, chip	*1*
Scoops, flour, 8-in.	*2*
Scoop, potato portioning, twin-grip, 6-oz.	*1*
Scrapers, pastry	*2*
Sieve, wire, 16-in.	*1*
Sieve, hair, 16-in.	*1*
Sink tidies	*2*
Skewers, meat	*12*
Skimmers, wire	*2*
Slices, fish	*3*
Spatulas, wood, 36-in.	*3*
Spoons, mixing, stainless, 12-in.	*3*
Spoons, wooden, 12-in.	*3*
Spoons, wooden, 8-in.	*3*
Steel, butcher's, 12-in.	*1*
Stone, carborundum	*1*
Strainers, conical, medium	*2*
Strainers, conical, fine	*2*
Strainers, tea	*2*
Tins, roll, pudding	*25*
Trays, aluminium, butchers', 24-in.	*6*
Whisks, wire, 12-in.	*2*
Whisks, wire, 8-in.	*2*
Wirecutters, pair	*1*

There should be at least three such tables in the kitchen and a butcher's block in addition. As regards food service, a hot counter, 10 feet long with hot cupboard below, and a cold counter, 8 feet long with shelves below, should be enough.

In the washing-up department there ought to be a dish-washing machine or at least a double-sink. There should also be a sink for the pan wash and, close to it, a metal rack for culinary utensils.

The catering staff should have their own locker room and dining-room, and the canteen manager needs an office equipped with writing table, chair, telephone and files.

Tea service has its own problems and in assessing the equipment and boiling water needed it is useful to know that 1 gallon of tea will provide about 20 8-oz. cups. Multipots can be had in 3, 5 and 8 gallons, the 3-gallon urn being the most convenient for trolley service. It is, therefore, the number of service points which is the key factor in determining the sizes of the urns needed and their number.

The following staff estimate is only intended as a guide, since the number of main meals served in a canteen is not always the deciding factor in determining how many or how few staff need be employed: one manager, one head cook, two cooks, three assistant cooks, and eight general assistants. There is much to be said for keeping one cook exclusively for the preparation of sweets and cakes and pastries.

CANTEEN ADVICE BUREAU

We were very interested to read in your article on "Equipping the Canteen" in the November issue that specialist advice could be obtained free. Would you please supply the names and addresses of firms specialising in canteen layout and equipment who operate a gratuitous advice service. (J. F. L., Newport, Mon.)

ATTACHED I have listed four firms who are prepared to offer free advice on canteen layout and equipment to works in your area. Each of these would be pleased to send their representative in S. Wales to your factory if requested. The representative would visit you, review the circumstances and requirements and, from his report, detailed drawings and specifications with costings would be made which would then be submitted for your consideration.

I should be glad to give you an impartial opinion on the plans, equipment suggested, and the estimates when these are received.

In view of rising costs, at what price do you suggest we should sell tea in the canteen so as to avoid making a loss? (T. J., Slough).

THIS question is answered clearly and comprehensively in a recent pamphlet by the Tea Bureau on tea prices for the industrial caterer. The pamphlet reviews the present market position of tea and considers (with detailed tables) costings of tea as served in the canteen. A copy can be had on request to the Tea Bureau, 22, Regent Street, London, S.W.1.

It will be noted that the tea-making recipe is:—1½ oz. of tea leaf to 1 gallon boiling water to which is added 4 oz. of sugar and ¾-pint of milk. With tea costing about 6s. per lb., sugar 7d. per lb. and milk 4s. 8d. per gallon the cost per gallon is 1s. 1¾d. If the appropriate allowances are made for wages and overheads it should be possible to show a small margin of profit selling at 1½d. per half pint with counter service or at 2d. with trolley service. The wages factor makes the difference between the two types of services.

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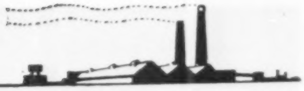


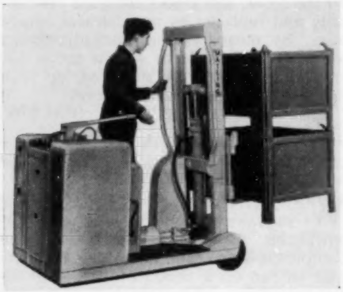
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

Handling

MECHANICAL STACKING

LATELY introduced into the range of mechanical handling vehicles, this battery-operated fork lift truck can be used either as a ride-on unit or pedestrian controlled truck. Produced as a single mast model, and also with telescopic lift to clear doorways and other overhead obstructions, it permits stacking to maximum height in storage areas. The same firm manufacture a full range of ride-on models and all the standard models of transporters, stillage trucks and stackers. **(PM/869.)**



ALL-PURPOSE CARRIER

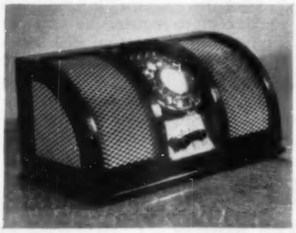
THIS new carrier, which operates on a 3½ h.p. air-cooled petrol engine, will take the load of six wheelbarrows and carry the driver too. It has a capacity of 8½ cubic feet water level and can take loads up to a maximum of 10 cwt. Said also to be exceedingly simple to operate, the "Nipskip," as it is called, can work in a limited space and climb up ramps and slopes and move anything normally carried in a wheelbarrow. There is also an interchangeable platform (shown here) for use on the shop floor.

The "Nipskip" operates as follows. The parking brake is released and a downward pressure on the clutch pedal engages the clutch and the carrier moves forward. Release this pressure and it pulls up. Press the brake pedal and it comes to a standstill. Steering is by the handle bar on which there is a throttle control lever to increase or decrease speed. The left foot operates the clutch and the right foot the brake. The parking brake, which should be applied when the "Nipskip" is stationary, is also to the right of the driver. **(PM/870.)**

Communication

LOUDSPEAKING TELEPHONE

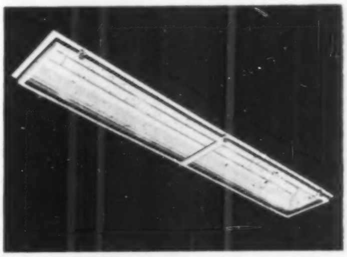
AS the result of five years' research, the makers of this loud-to-loud loudspeaking telephone claim that it is the answer to the many snags hitherto involved in this type of communication equipment. The working parts of the instrument have been designed so that they can be readily installed in existing cabinets, in conjunction with the equipment's amplifier. The amplifying section may be placed anywhere up to one hundred feet away from the desk console. Compact and attractive in appearance, the console comprises a microphone, loudspeaker, line key, volume key and signal lamp which indicates whether the amplifier is working and the instrument is connected to the line. Standard automatic dials can be provided if required, together with direct access or conference facility keys, located in the plinth of the unit. The equipment is designed to work on any system which has normal 500 ohm lines, and the amplifier has a range of 200-250 volts A.C. mains supply, single phase, or 110-125 volts if specified. **(PM/871.)**



Lighting

CONCEALED LIGHTING

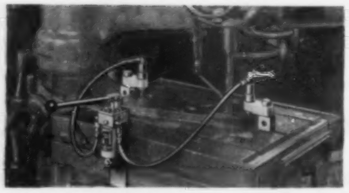
AVAILABLE for fitting in most forms of hollow ceiling, this recessed lighting fitting comprises a trough reflector and one or two fluorescent lamps, fitted inside a steel frame surrounding the ceiling aperture. The frame is secured to the ceiling or, where a false ceiling is used, provision can be made for the suspension of the fitting from the main ceiling. The fitting has a dustproof glass cover which conforms to industrial specifications but alternative facings are available to suit other industrial or commercial requirements. A retractable lug device, operated by a key, releases and lowers the reflector, giving access to the control gear and the back of the reflector. **(PM/872.)**



Efficiency Aids

BETTER CLAMPING

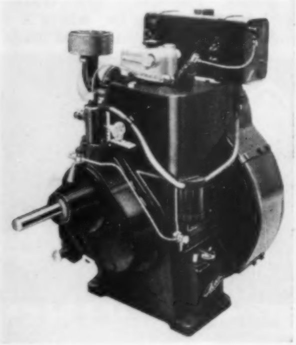
COMPRISING basically a hand-operated hydraulic pump and one or more hydraulically-operated plungers, this multipoint clamping system (seen in use on a drilling fixture) eliminates the nut and bolt method of holding material in the jig or on the base plate, substituting a simple hydraulic presser cylinder. Clamps are released simultaneously and fluid returns to the pump container retracting the plungers under



the action of internal return springs. The amount of time taken in clamping and unclamping a workpiece is thus minimised. Flexible of operation, the system can be used for most machining, grinding, welding, riveting and drilling operations. **(PM/873.)**

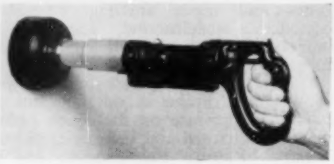
MIDGET DIESEL

SAID to be the smallest all-purpose diesel engine on the market, this new machine has been designed with a choice of five drives to make it suitable for a large number of industrial and agricultural uses. It is a cold-starting, air-cooled, single cylinder, four-stroke engine developing 1½ to 2½ b.h.p. at 1,000 to 1,500 r.p.m. and claimed to be unaffected by temperature conditions. Of compact design with all working parts fully accessible, the engine runs at a cost of only a penny per horsepower per hour and will operate for ten hours on a gallon of diesel fuel. It is equipped with a "pepper pot" type exhaust silencer which, it is said, gives adequate silencing for all industrial purposes. **(PM/874.)**



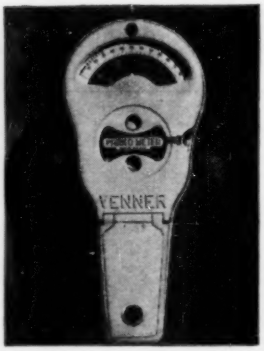
SPEEDY CARTRIDGE HAMMER

COMPLETED fixings into concrete, steel or brick are, it is stated, effected by this high-speed cartridge hammer without recourse to plugging, drilling or the use of any other tool, and without external power supply. Fixings can be completed at a rate of up to four per minute. A side range of high-tensile studs, rivets and nails is available to meet the majority of fixing problems encountered in the building and engineering industry. The studs are fixed into the base material by means of an explosive cartridge and the standard of the operation is not dependent upon the skill of the operative. **(PM/875.)**



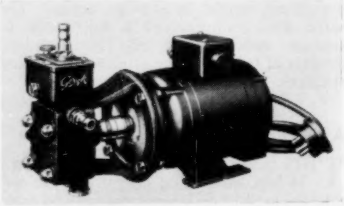
BUYING PARKING TIME

NOW being manufactured in the United Kingdom is this car parking meter, which has already proved very popular in the United States and Canada. It is stated that the operating principle is simple, reliable and positive. The meter has a pre-wind seven-day clock mechanism which is automatically operated by the insertion of the appropriate coin, causing the mechanism to register the time period available by means of a dial pointer. A red sign reading "Expired" appears on the dial to mark the end of the set period. The parking meter contains a locked box for the coins, and this is collected periodically and replaced by an identical empty box. By means of a single adjustment screw, it is possible to set the meter for any coin combination required, up to a maximum of four denominations. **(PM/876.)**



COMPACT VACUUM PUMP

WEIGHING only 33 lb., this portable vacuum pump is designed for workshop use. It is claimed to be completely free from vibration, and thus able to run on a bench or table without bolting down. The close-grained cast iron cylinder has mounted within it an eccentric rotor carrying two sliding vanes



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running in a closely toleranced slot; these sweep out the air space in the cylinder of the rotor. The top of the cylinder casting is extended to form an oil well which seals the rotary-disc type discharge valve, feeding oil to the cylinder bore for lubrication purposes. A special rotary seal is used to prevent air leakage to the pump along the driving shaft, and this also reduces the power absorbed without scoring the shaft. A flexible rubber sleeve-type coupling connects the pump and motor, giving great simplicity of construction so that the pump can be stripped, cleaned and re-assembled in a matter of minutes without the use of special tools. The pressure obtained is 10 lb. p.s.i., with a swept volume of 1 cu. ft./min. **(PM/877.)**

Safety

WINDOW PLATFORM

SAFETY and convenience are the two important factors which will commend this window platform to window cleaners, painters and glaziers. The platform stands on two small legs which rest on the outside sill, and a support bar, connecting the two main members, extends horizontally beyond the window frame, thus locking the platform securely from the inside. Claimed to be proof against slipping, the unit has a waist-high guard rail and supplementary members forming a protective cage. Constructed of tough straight grained timber the floor measures 22 in. by 36 in. and has adequate space for the operative's equipment. The framework is of fabricated cold rolled steel; and both the support bar, which comprises two sections—one section telescoping into the other—and the two steel legs can be extended by a simple adjustment device, in the case of the bar to a width of 56 in. Fully collapsible, the platform weighs 32 lb. and all its metal parts are finished with rustproof aluminium paint. **(PM/878.)**

Welfare

LATHER DISPENSER

NOW available for factory washrooms is this new dispenser which distributes liquid soap in the form of lather and has a new "tamperproof" valve incorporated in the design. The valve, which is operated by one hand, releases an adequate quantity of lather at each depression of the plunger but, say the makers, avoids the waste which occurs through liquid soap running off the palm. The valve has a projection of 4½ in. and is made from stainless steel. **(PM/879.)**

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NEW TRADE LISTS

A Directory listing the names, addresses, trade names and products of 250 firms who manufacture lighting equipment has now been published by *Light and Lighting*. The products listed include all types of electric lamps, luminaires, accessories and equipment. Copies of the Directory may be obtained from *Light and Lighting*, 32, Victoria Street, London, S.W.1, price 1s. 6d., post free.

* * *

Protective Clothing Catalogue (Leaflet Nos. 100-106). Issued by *James North and Sons, Ltd.*, Hyde, Cheshire. Describe the firm's recently extended range of fabric-supported P.V.C. gloves and clothing.

* * *

Surveying Instruments (SUR. 2A), *Published by Cooke, Troughton and Simms, Ltd., of York.* Covers the firm's whole range of theodolites, levels and geodetic equipment, and is prefaced by a comprehensive index.

The Eighth International Conference of Labour Statisticians concluded on Friday, December 3. Among the subjects considered by the conference were the progress of labour statistics, employment and unemployment statistics, international standard classification of occupations and international comparisons of real wages and costs of living.

THE SAFETY SCENE

RoSPA Activities

PREPARED specially for distribution to those employed in all undertakings subject to the Building (Safety, Health and Welfare) Regulations, 1948, a new publication—*Building Irregulations*—has been produced by the Industrial Safety Division of the Royal Society for the Prevention of Accidents. The pamphlet is in pocket size and comprises 20 pages. Humorously written and illustrated, it draws attention to the more common hazards encountered in the building and contracting industries.

RoSPA have also issued their annual accident statistics in a special supplement to the *Industrial Accident Prevention Bulletin*. Figures have been supplied voluntarily by some 1,200 firms, the main purpose of their compilation being to enable such works to compare their figures with those of other firms in comparable industries. The returns are tabulated under industries or groups of industries.

Rescue Network

INITIAL V.H.F. radio installations have been completed by the *General Electric Co., Ltd.*, at four divisions of the National Coal Board. These follow the installation, earlier this year, of a comprehensive V.H.F. radio system for the rescue service in the North West division of the Board. The new stations, which are situated at the various rescue centres, are in direct two-way contact with mobile transmitter/receivers installed in rescue vehicles. The system facilitates administration, particularly in emergencies and enables the control to keep drivers informed of any new developments when they are on the road. In addition, drivers can report straight back to headquarters from places in which there are no telephones at all.

Rattling Good Idea

A SKELETON named "Mr. Bones" has helped to reduce accidents at a Colorado (U.S.A.) steel plant.

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The pictures of "Mr. Bones" taking hair-raising risks are then displayed round the works, foremen are supplied with small cards carrying his latest safety message and he also appears regularly in the company's house magazine. The decline in accidents is proof positive of his effectiveness.

ACCORDING to the December *Bulletin for Industry*, during 1954 the United Kingdom's industrial output rose by 7 per cent. This compared with an 8 per cent. increase recorded for Western Europe as a whole, and was substantially below the rise of 11 per cent attained in Germany and Italy.

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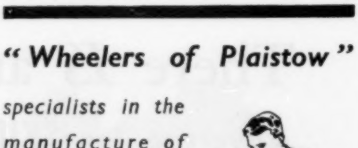
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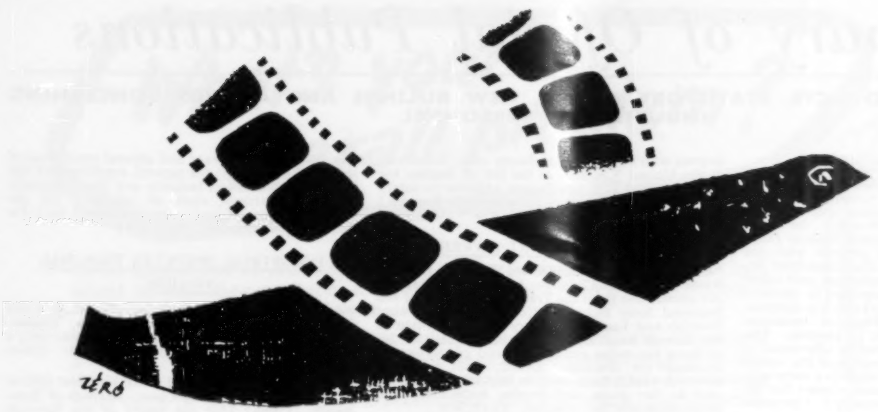

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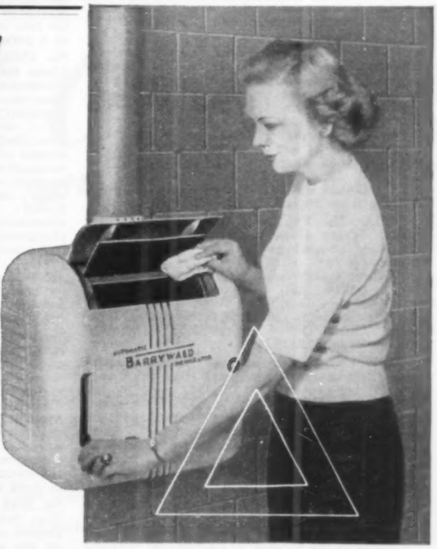

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1443. The Industrial Diseases (Miscellaneous) Benefit Scheme, 1954. Dated November 1, 1954, made by the Minister of Pensions and National Insurance. *H.M.S.O.* 6d. (Provides for payment of benefit out of the Industrial Injuries Fund to, or in respect of, certain persons who are disabled or die or have died after December 31, 1949, as a result of certain malignant and other diseases due to occupational exposure to carcinogens, in cases where neither workmen's compensation nor benefit under the National Insurance (Industrial Injuries) Act, 1946, is payable. The benefit for such persons is a weekly allowance of 40s. where the disablement is total, and 20s. where it is partial. Benefit in case of death is a lump sum which will be paid into the county court for the benefit of the deceased's dependents.) Operative from November 8, 1954.

No. 1490. The Milk Distributive Wages Council (Scotland) Wages Regulation (Amendment) Order, 1954. Dated November 4, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Orders M.D.S. 59 and 63 by increasing the statutory minimum remuneration fixed by those Orders. Order M.D.S. 63 is revoked.) Operative from November 19, 1954.

No. 1506. The Training of Teachers Grant Amending Regulations No. 3, 1954. Dated November 8, 1954, made by the Minister of Education under Section 100 of the Education Act, 1944 (*a*). *H.M.S.O.* 2d. (Slightly modifies the examination qualifications required of candidates for admission to training colleges, including acceptance for this purpose of the examinations conducted by the Associated Examining Board for the General Certificate of Education, as well as those of the examining bodies mentioned in para. 1 of Schedule II of the existing regulations.) Operative from January 1, 1955.

No. 1508. The Baking Wages Council (England and Wales) Wages Regulation Order, 1954. Dated November 8, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 6d. (The First Schedule sets out the statutory minimum remuneration payable in substitution for that fixed by Orders B.K. 41 and 50. The Second Schedule repeats without alteration the amendments to Order B.K. 42 as contained in Orders B.K. 46 and 50. Orders B.K. 41, 46 and 50 are revoked.) Operative from November 26, 1954.

No. 1509. The Pin, Hook and Eye and Snap Fastener Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954. Dated November 8, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Orders O. 47 and 50 by increasing the statutory minimum remuneration fixed by those Orders. Order O. 50 is revoked.) Operative from November 22, 1954.

No. 1526. The Road Haulage Wages Council Wages Regulation (Amendment) (No. 2) Order, 1954. Dated November 15, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 2d. (Amends Orders R.H. 46 and 50 by adding two localities in England and Wales to the list of Grade 1 Areas set out in the Schedule to Order R.H. 46.) Operative from December 1, 1954.

No. 1527. The Sugar Confectionery and Food Preserving Wages Council (Great Britain) Wages Regulation Order, 1954. Dated November 15, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 4d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders F. 55 and 59, which are revoked.) Operative from December 1, 1954.

No. 1544. The Remuneration of Teachers Amending Order, 1954. Dated November 17, 1954, made by the Minister of Education under Section 89 of the Education Act, 1944. *H.M.S.O.* 2d. (Enables the Burnham Committee to add further degrees with First Class Honours of a University in the United Kingdom to the list of degrees for which a Good Honours Degree addition to salary is payable under the Committees' Reports.) Operative from November 24, 1954.

INDUSTRIAL COURT AWARDS

No. 2540. Paint, Varnish and Lacquer Industry Rates of Wages—Claim for Increase. Reference: An application from the Trade Unions' side of the National Joint Industrial Council for the Paint, Varnish and Lacquer Industry for an increase in the current basic national minimum rates of 3d. an hour for males and females and proportionate increases for juveniles. **Award:** That the basic national weekly rates shall be increased by 5s. 6d. and 4s. for males and females respectively and proportionately for juveniles. (3/11/54.)

No. 2541. Television Service Fee for Day of Transmission—Actors' Claim for Increase. Reference: To determine the claim made by British Actors' Equity Association upon the B.B.C. that the minimum fee payable to certain members of Equity engaged in the B.B.C.'s Television Service in respect of the day of transmission should be increased from 5 guineas to 7 guineas. **Award:** The Court rule that the fees in question shall be increased to 6 guineas. (3/11/54.)

No. 2542. The Railway Executive (W. Region) Clock and Watch Makers and Repairers, Signal Works, Reading—Claim for Continuation of Differential. Reference: To determine claim by employees concerned for the payment of a differential of 7s. 6d. per week above the rate of pay of instrument maker and repairer as applicable prior to Industrial Court Award No. 2201, dated January 25, 1949. **Award:** The Court find against the claim, subject to the proviso that the men at present in post shall be paid 7s. 6d. per week above the rate of pay of instrument maker and repairer, as a personal rate. (8/11/54.)

No. 2543. London County Council Schoolkeepers Claim for Extra Payments in Respect of Certain Occupations of School Premises. Reference: To determine claim by the London Schoolkeepers' Association that schoolkeepers employed by the L.C.C. should receive payment at the hourly rates prescribed for occupations of school premises, instead of at fixed rates, in respect of the following occupations of school premises: Use of playgrounds only; use of playgrounds and a dressing room; and use of premises for late clerical work. **Award:** That schoolkeepers required to be in attendance during the authorised use of a school playground shall receive (i) 2s. 9d. per hour of authorised use after 6 p.m. between Monday and Friday; (ii) 3s. 4d. for each hour of authorised use between 1.30 p.m. and 6 p.m., and 3s. 11d. for each hour of authorised use after 6 p.m. on Saturday and for all hours on Sunday, Good Friday and Christmas Day. (9/11/54.)

No. 2544. Fair Wages Resolution. Reference: Interpretation of Industrial Court Award No. 2526 under which it was ruled that the failure of a certain sub-contractor to stamp the holiday cards of his employees constituted a default for which the main contractors could be held responsible. **Award:** The Award in question clearly implies that the default of the sub-contractor to pay the wages of a certain employee for specified work done constituted a default for which in the circumstances of the case the main contractors could be held responsible. (13/11/54.)

No. 2545. Electricity Supply Industry. Reference: That bricklayers, masons and labourers in the employ of the British Electricity Authority engaged on the construction, repair and maintenance of firebrick work, shall—when so engaged—be paid a differential rate over and above the day rate set out in Rule 21 (Agreement relating to wages and working conditions for operatives covered by the National Joint (Building and Civil Engineering) Committee for the Electricity Supply Industry) in common with generally accepted practice applicable to this type of work. **Award:** Claim not established. (17/11/54.)

No. 2546. Forestry Commission. Reference: Claim by mobile mechanics for the establishment of specified minimum wage and general conditions of service. **Award:** (i) the general conditions of the Forestry Commission Industry and Trade Council, including overtime, shall be applied; (ii) the claim in respect of basic rates is referred back for further consideration. (19/11/54.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 623. Rates of Wages of Crews of Craft Employed on Passenger Services on the Thames. Claim: For an increase in the basic rates with a pro-rata increase in overtime. **Award**: Claim established. (27/10/54.)

No. 624. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Tynemouth. Claim: That the salary of the Borough Surveyor should have been fixed on a scale of £1,500—£1,700 per annum or other appropriate scale within the salary range for a population of 60/75,000. **Award**: That the salary scale applicable shall be £1,450—£1,650 per annum. (29/10/54.)

No. 625. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Tynemouth. Claim: That the salary of the Borough Treasurer should have been fixed on a scale £1,500—£1,700 per annum or other appropriate scale within the salary range for a population of 60/75,000. **Award**: That the salary scale applicable shall be £1,450—£1,650 per annum. (29/10/54.)

No. 626. Remuneration of a Certain Chief Officer of the Corporation of the County Borough of Tynemouth. Claim: That the salary of the Chief Education Officer should have been fixed on a scale of £1,500—£1,700 per annum or other appropriate scale within the salary range for a population of 60/75,000. **Award**: That the salary scale applicable shall be £1,450—£1,650 per annum. (29/10/54.)

No. 627. Remuneration of a Certain Chief Officer of the Staffordshire County Council. Claim: That the Council should adopt a specified salary scale in respect of the County Welfare Officer. **Award**: Claim not established. (2/11/54.)

No. 628. Remuneration of a Certain Chief Officer of the Staffordshire County Council. Claim: That the Council should adopt a specified salary scale in respect of the County Children's Officer. **Award**: That the salary scale applicable shall be £1,250—£1,450 per annum. (2/11/54.)

No. 629. Remuneration of a Certain Officer of the Staffordshire County Council. Claim: For the adoption by the Council of a specified salary scale in respect of the Chief Accountant. **Award**: Claim not established. (2/11/54.)

No. 630. Claim for Payment of Accrued Holiday Credits in Respect of a Worker Formerly Employed by a Particular Firm at Leytonstone. Award: Claim established. (2/11/54.)

No. 631. Domestic and Similar Grades of Staff Employed in Hospitals and Allied Institutions in Great Britain: Charges to Resident Staff for Board, Lodging and Laundry and to Non-resident Staff for Meals. Claim: Dispute arises from Employers' proposal that as from the operative date of Industrial Disputes Tribunal Award No. 598 the charge to resident staff for board, lodging and laundry should be increased to 38s. per week, with consequential increases in the charges for meals provided for non-resident staff. **Award**: (i) In the case of resident staff, the charge shall be increased to 38s. per week for men and 37s. 6d. for women; and (ii) consequential increases should be made in the charges to non-resident staff. Failing agreement on the amount of the consequential increases, the matter can again be referred to arbitration. (3/11/54.)

No. 632. Remuneration and Annual Holidays of Certain Staff of the American Express Company Incorporated in London. Claim: For specified salary scales and paid annual holidays in respect of staff employed in the banking department and in banking positions in the accounting department of the Company. **Award**: (i) Certain minimum salary scales are revised by the Tribunal; and (ii) the question of holidays is referred back to the

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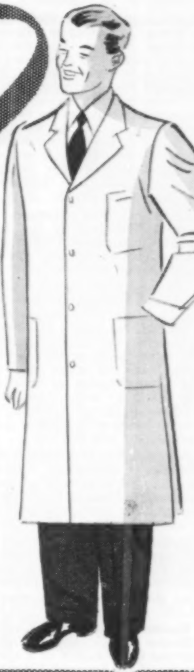

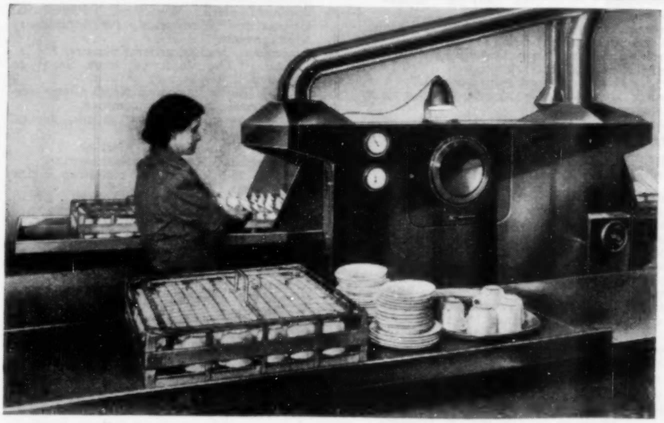

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parties for settlement by negotiation. (5/11/54.)

No. 633. Application of a Specified Apprenticeship Scheme to a Worker Employed by a Firm of Builders at Stoke-on-Trent. Claim: For the observance of the recognised terms and conditions of employment in the building industry relating to apprentices. **Award**: It is ruled that the recognised terms and conditions of employment applicable are those set out in the agreements between the two sides of the National Joint Council for the Building Industry and these include in regard to apprentices the terms and conditions of employment set out in the National Joint Apprenticeship Scheme of the National Joint Council. The Tribunal rule that the foregoing shall be observed. (5/11/54.)

No. 634. Claim for Shift Allowance for Certain Female Workers Employed by the Brighton and Lewes Hospital Management Committee. Claim: For the payment of alternating shift allowance. **Award**: Claim not established. (15/11/54.)

No. 635. Remuneration of Certain Workers Employed by an Engineering Firm at Huntly, Aberdeenshire. Claim: For increased wages to be paid in accordance with a specified agreement in the engineering industry. **Award**: That the wages of the workers concerned shall be increased in accordance with the terms of an agreement between the Confederation of Shipbuilding and Engineering Unions and Allied Employers' National Federation, dated April 13, 1954, which raises the wages being paid prior to April 5, 1954, by 8s. 6d. per week. (16/11/54.)

No. 636. Remuneration of a Certain Chief Officer of the Willesden Corporation. Claim: For the adoption by the Corporation of a specified salary scale in respect of the Deputy Town Clerk. **Award**: That the salary scale applicable shall be £1,650—£1,900 per annum. (17/11/54.)

No. 637. Remuneration of a Certain Chief Officer of the Willesden Corporation. Claim: For the adoption by the Corporation of a specified salary scale in respect of the Housing and Estates Manager. **Award**: That the salary scale applicable shall be £1,150—£1,350 per annum. (17/11/54.)

No. 638. Remuneration of a Certain Chief Officer of the Willesden Corporation. Claim: For the adoption by the Corporation of a specified salary scale in respect of the Borough Librarian. **Award**: That the salary scale applicable shall be £1,050—£1,250 per annum. (17/11/54.)

No. 639. Remuneration of Certain Workers Employed by an Electrical and Mechanical Engineering Company at Tipton, Staffordshire. Claim: For the implementation in full of a specified agreement in the engineering industry. **Award**: That the wages applicable shall be increased by 8s. 6d. per week in accordance with the terms of the agreement between the Confederation of Shipbuilding and Engineering Unions and the Engineering and Allied Employers' National Federation, dated April 13, 1954. (19/11/54.)

No. 640. Board and Lodging Charges in Respect of Certain Workers Employed at a Sanatorium in South Wales. Claim: For a remission of board and lodging charges. **Award**: That the workers concerned shall receive remission of the appropriate proportion of the weekly charge for board and lodging during absences from the hospital of more than three consecutive days' duration. (22/11/54.)

No. 641. Wages of Workers Employed in the Flint Glass Making and Cutting Industry in the Stourbridge area. Claim: For an increase in wages. **Award**: Claim not established. (23/11/54.)

No. 642. Observance of Recognised Terms and Conditions of Employment in Respect of Certain of Their Chief Officers by the West Ham Corporation. Claim: For the observance by the Corporation in respect of certain Chief Officers of the Recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities, dated September 12, 1950. **Award**: That the recognised terms and conditions of employment are those set out by the Joint Negotiating Committee for Chief Officers of Local Authorities as set out in the Memorandum of Recommendations of the J.N.C., dated September 12, 1950, as subsequently amended. The Tribunal rule that these terms and conditions of employment shall be observed. (24/11/54.)

No. 643. Payment for Certain Bank, Statutory and other Holidays in the Electrical Contracting Industry. Claim: For the amendment of specified clauses of the agreement in the industry concerned relating to payment for certain bank, statutory and other holidays. **Award**: That the existing agreement, dated July 21, 1947, shall be amended so as to provide that where the normal working week consists of five days and (i) Christmas Day falls on a Saturday or a Sunday the Tuesday next shall be deemed to be a paid holiday and (ii) where Boxing Day falls on a Saturday the Monday next shall be a paid holiday. The Tribunal find that part of the claim for a revision in current arrangements applicable where the normal working week consists of 5½ days is not established. (26/11/54.)

No. 644. Rates of Wages of Female Workers Employed by a Food Manufacturing Firm Near Wigan. Claim: For the payment of rates of wages as provided in a specified agreement. **Award**: That the following minimum rates of wages, as awarded by the Joint Industrial Council for the Food Manufacturers' Industrial Group on July 7, 1954, shall be observed: at 15 years of age, 44s. 6d. per week; 16, 53s. 6d.; 17, 64s. 6d.; 18 and over, 89s. 6d. (26/11/54.)

No. 645. Claim for Payment of Tonnage Rates to Certain Cranemen of a Stevedoring Firm in Glasgow when Employed on a Particular Sub-contract. Award: Claim established. (1/12/54.)

GENERAL

Civil Service Arbitration Tribunal Award No. 266. Claim: That the salary scale of Stores Foremen employed by the War Department shall be increased with retrospective effect. **Award**: Claim not established. (16/11/54.)

Civil Service Arbitration Tribunal Award No. 267. Claim: That the salary scale (London, male) of Radio Technicians at Air Ministry Outstations shall be increased with retrospective effect. **Award**: Claim not established. (17/11/54.)

Civil Service Arbitration Tribunal Award No. 268. Claim: That the salary scales of the Navigating and Engineering Officers serving in H.M. Telegraph Ships shall be increased with retrospective effect. **Award**: That the following scales shall be observed: Commander, £1,210-£1,460; Chief Officer, £920-£1,110; Second Officer, £750-£890; Third and Fourth Officers, £570-£750. Chief Engineer, £870-£1,000; Second Engineer Officer, £725-£830; Third and Fourth Electrical Engineer Officer, £530-£710; Fifth and Assistant Electrical Engineer Officer, £520-£640. The foregoing awards shall have effect from January 1, 1953.

Civil Service Arbitration Tribunal Award No. 269. Claim: That the annual leave allowance of the Engineering, Motor Transport, Supplies and Factories Grades of the Post Office shall be increased with retrospective effect. **Award**: The annual leave allowances for the various grades specified are revised on the basis of a five-day week, and are to operate from the beginning of the current leave year. (25/11/54.)

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11 **Birmingham.** Annual General Meeting.

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11 **London.** New Film Strip.
14-17 **Llandudno.** Residential Conference and Course for Foremen and Shop Stewards.
20 **London.** Canteen Executives Meeting.
21-24 **Eastbourne.** Residential Conference and Course for Office Executives.
24-28 **London.** Non-Residential Course on "The Human Implications of Works Study."
26 **Cardiff.** Canteens Evening Meeting.
27 **Swansea.** Canteens Course.
27 **London.** Industrial Editors (Welfare) Group.

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4 **London.** One-day discussion meeting.
16-21 **Birmingham.** Five-day Residential Study Course on Wage Administration, Negotiation and Industrial Regulations.

INSTITUTE OF INDUSTRIAL SUPERVISORS

4 **South Wales (Cardiff).** Annual general meeting.
6 **Coventry, Central London, N.W. London.** Annual general meetings.
7 **North Western (Manchester).** Annual general meeting.
8 **Mid-Essex (at Chelmsford).** Annual general meeting.
11 **Kidderminster and Newark-on-Trent.** Annual general meetings.
12 **Glasgow, Alloa, Fife and Stirlingshire, Ayr and Kilmarnock, Paisley, Lanarkshire, S.W. Wales, Warrington and West Bromwich.** Annual general meetings.
13 **Bristol.** "Welfare, Safety and Supervision."
13 **Leeds, Dudley and Smethwick.** Annual general meetings.
14-16 **Ashorne Hill.** Week-end Residential Course on "Work Study for Supervisory Management."
14 **Leicester.** Annual general meeting.
20 **Bristol.** "The Value of Work Study to Industry."
20 **London (South East)** and **North Gloucestershire.** Annual general meetings.
21 **Wednesbury and Darlaston.** Annual general meeting.
25 **Bristol.** Annual general meeting.
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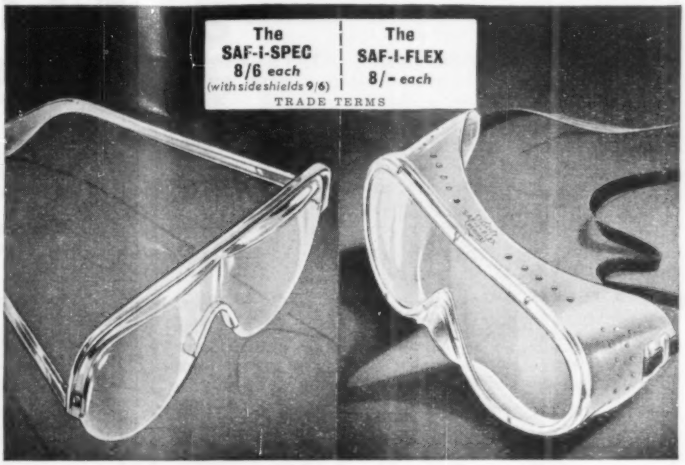

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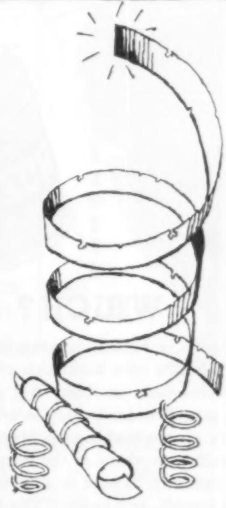

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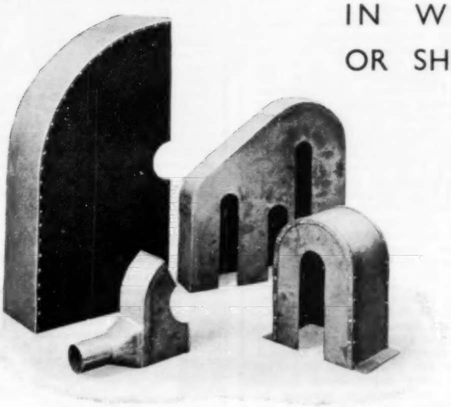

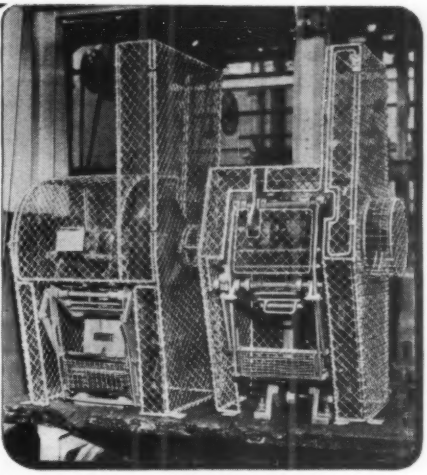

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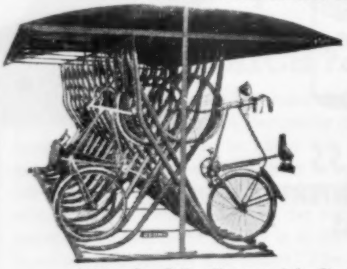

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BURROUGHS WELLCOME & CO. invite applications for the post of Female Employment and Welfare Officer at The Wellcome Chemical Works, Dartford. Applicants should have a sound knowledge of Personnel Management and some experience in a similar capacity. Possession of a University Degree, Diploma in Social Science or Personnel Management would be an advantage. The person appointed would be responsible to the Personnel Manager for employment and welfare duties in connection with female employees at the factory; these number nine hundred. Salary according to qualifications and experience. Preference will be given to candidates in the 27 to 40 age group. Applications, giving full details of experience and qualifications, should be made, in writing, to the Personnel Manager, Wellcome Chemical Works, Dartford, Kent.

The Personnel Manager of Nationally known aero engine and car manufacturer in the Midlands is looking for an Assistant capable of taking over from him in the course of time. Engineering background essential, knowledge of trade union procedure important. Write in some detail to Reference APM.1, Box No. 105.

A Safety Officer, age 35-45, is required by British Cellophane Ltd., Bridgwater, Somerset. Applicants should have experience of chemical process manufacturing and be well versed in the Factories Acts. The post will carry responsibility for all statutory requirements relating to safety within the Company, and involves devising and operating schemes and methods to promote safe working conditions. There is a Pensions Fund Scheme. Write to the Personnel Officer, stating full particulars and salary required, and quote Ref. No. P18.PM.

ASSISTANT TO PERSONNEL MANAGER REQUIRED, by large Engineering Company. Preference will be given to applicant who has had actual experience in dealing with labour relations, conversant with agreements affecting Engineering Industry, and the Procedure for dealing with same. Apply in the first instance, giving full details of previous experience, age and salary required, etc. to Personnel Manager, Box No. 104.

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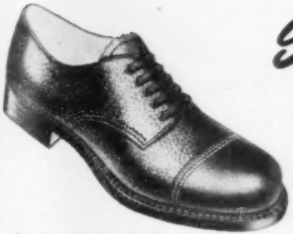

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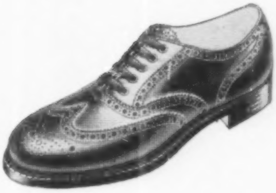

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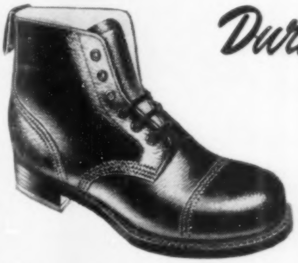

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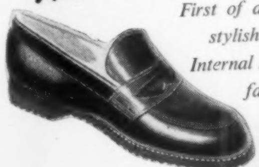

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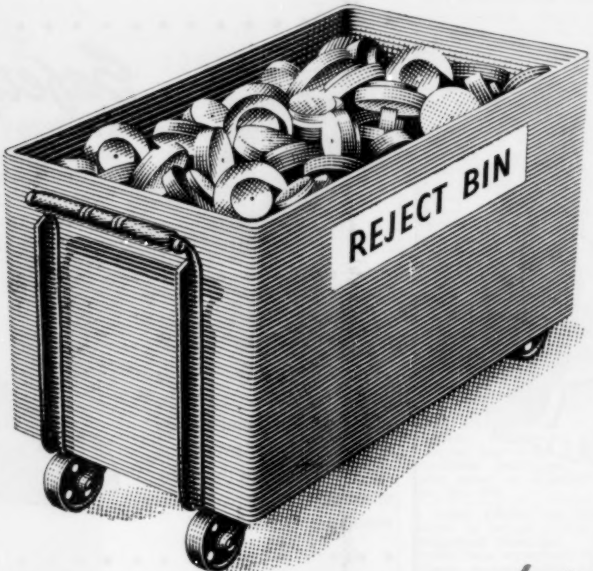

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